

KANSAS CITY, MISSOURI EMERGENCY OPERATIONS PLAN

Annex O: Catastrophic Incident Plan

September 2014

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I. PURPOSE STATEMENT

The purposes of this annex are to provide operational concepts unique to catastrophic incident planning and response, and to assign responsibilities for meeting local needs following a catastrophic incident to Kansas City, Missouri, its governmental agencies, departments, and offices (the City). This annex serves as a supplement to the Kansas City Local Emergency Operations Plan (LEOP) and is intended to expand organization of response and recovery following a catastrophic disaster. Specifically, Annex O (hereafter “Annex”) is applicable only when incidents exceed the response capacity of the Kansas City, Missouri, LEOP. Trigger points for various response activities have been established to indicate when the materials in this annex are valid.

This annex specifically addresses operations for Kansas City, MO, but correspond with and may work in conjunction with regional plans and Missouri state plans such as the **New Madrid Seismic Zone Missouri Joint Operations Plan**.

II. OBJECTIVES

Incident objectives reflecting local priorities will be established by the Incident Commander (IC) based on input from the Command and General Staff. The Incident Action Plan (IAP) cycle starts with development of objectives that, when combined with tasks from approved advance planning process plans, form the basis of the IAP. The following 16 objectives have been adopted by the Kansas City Office of Emergency Management (OEM) in conjunction with the City’s agencies, departments, and offices with responsibilities specified in the LEOP as essential for supporting response operations. Pursuing these objectives parallels and aids efforts to synchronize response operations with state and federal authorities,

- Establish incident organization and coordination.
- Establish and maintain interoperable emergency communications.
- Prioritize and conduct search and rescue (S&R) operations.
- Conduct hazardous material (HAZMAT) response and firefighting operations.
- Conduct emergency debris clearance.
- Establish lines of supply and transportation.
- Provide mass care for the displaced population, including pets.
- Establish emergency medical and public health operations.
- Conduct initial damage and safety assessment.
- Provide security for the general population and first responders.
- Restore critical infrastructure (CI) and public services.
- Disseminate emergency public information and warning.
- Obtain, deliver, and track resources to establish and maintain response operations.
- Provide evacuation support.
- Maintain continuity of local government.

- Conduct mass fatality operations.

III. SITUATION

Kansas City, Missouri, has a total resident population of nearly half a million¹. The overall metropolitan area has a population of approximately two million¹. Other cities with significant populations within the metropolitan area include Overland Park, Kansas; Kansas City, Kansas; Independence, Missouri; Olathe, Kansas; Lee's Summit, Missouri; Shawnee, Kansas; Blue Springs, Missouri; and Lenexa, Kansas. Kansas City, Missouri, is home to multiple auditoriums and sports venues, notably Kaufman Stadium, Arrowhead Stadium, the Sprint Center, and the Kemper Arena. Kansas City, Missouri, is intersected by several interstate systems, including I-70, I-35, and I-29, rendering Kansas City host to vital transportation routes throughout the U.S. Midwest. Kansas City, Missouri, is at the confluence of the Kansas and Missouri rivers, and the immediate metropolitan area extends past both rivers. Due to the presence of two major river systems, Kansas City's geography consists mainly of bluffs, overlooking mature river systems.

Multiple hazards could pose a direct catastrophic threat to Kansas City, Missouri. A catastrophic incident, as defined by the National Response Framework (NRF), is any natural or manmade incident, including terrorism, which results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic incident can result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to state, local, and private-sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to an extent threatening national security. These factors drive the urgency for coordinated national planning to ensure accelerated mutual aid and federal assistance.

Catastrophic incidents resulting from severe weather are highly possible within the Kansas City area. Considering the nature of such events, both primary and secondary hazards must be considered when developing any plans to mitigate such occurrences. Kansas City, due to its strategic location at the confluence of two river systems, is vulnerable to flash flooding, while geographically confined to tributaries. The topography of the region protects the vast majority of Kansas City from flooding of a catastrophic nature, although flooding may pose a compounding threat to a catastrophe. Severe storms are an ever present concern within Kansas City, as tornadoes, large hail, and straight-line winds all contribute in yearly cycles. Damage from tornados within city limits would be extremely severe. Kansas City undergoes yearly tornado seasons from early spring to late fall each year. Tornadoes within the surrounding metropolitan area are common, although rarer within Kansas City limits.

Eight earthquake source zones are in the central United States, two of which are in the State of Missouri. The most active zone is the New Madrid Seismic Zone (NMSZ), which runs from northern Arkansas through southeast Missouri and western Tennessee and Kentucky to the Illinois side of the Ohio River Valley. Closer to Kansas City, the Nemaha Uplift is a concern because it runs parallel to the Missouri-Kansas border from Lincoln, Nebraska, to Oklahoma City, Oklahoma. Its earthquakes are not as severe as those within the historic NMSZ, but several have affected Missouri in the past.

A major earthquake centered in the NMSZ is potentially one of the most catastrophic natural hazards facing the State of Missouri. Based on current information, earthquake experts have identified 47 Missouri counties and the City of St. Louis as the jurisdictions most likely to be impacted by a NMSZ earthquake. Jackson County and its neighbors, including Kansas City, are predicted to suffer only minor

¹ Information provided by US Census 2010

damage, but a NMSZ event could require activation of this annex due to influx of survivors. The same is true for a catastrophic Gulf Coast hurricane.

IV. PLANNING ASSUMPTIONS

Kansas City, Missouri, has the primary responsibility to prepare for and respond to incidents and disasters within its corporate limits. State and federal government agencies will make every effort to provide additional life safety support as quickly as possible; however, state and federal resources may not be available in the early stages of an emergency. The doctrine of tiered response (as outlined within the NRF, January 2008) emphasizes management of incidents at the lowest possible jurisdictional level, with support by additional capabilities when needed. As such, this annex fully acknowledges the standard emergency management architecture of local to state to federal. Incidents generally begin and end locally, and most are managed at the local level. A catastrophic disaster will require unified response from local, state, and federal agencies, non-governmental organizations (NGO), and the private sector. The joint response protocols outlined in this annex recognize this and are structured to provide critical resources and capabilities to support and sustain the response and recovery activities. All levels should be prepared to respond, anticipating resources that may be required.

- Resources will be prioritized first for saving and sustaining human life, incident stabilization, protecting property, and then protecting the environment for all mission areas of prevention, protection, response, and recovery efforts.
- Coordination and adjudication is expected, as multiple entities may be competing for resources.
- Federal and state agencies, departments, and offices may have specialized authorities, resources, capabilities, or expertise required to support response operations.
- All applicable laws and legal requirements will be adhered to in conducting response and recovery activities.
- City staff may be personally affected by the disaster and not able to report for duty. Access to the affected area may be extremely limited in the first 48 hours due to infrastructure and transportation damage and safety considerations.

The mission is to save and sustain human lives, minimize suffering, stabilize and restore CI/key resources (KR), and set the condition for recovery following a catastrophic disaster. With this in mind, the Kansas City OEM has decided upon the following assumptions:

- This plan addresses incidents that exceed the response capacity of the Kansas City, Missouri, LEOP. Trigger points for various response activities have been established.
- Disasters requiring the Catastrophic Incident Annex may directly (flooding, tornado, technological hazard) or indirectly (catastrophic NMSZ earthquake, Gulf Coast hurricane) affect Kansas City.
- The Governor will declare a State of Emergency and request a Presidential Disaster Declaration.
- The State of Missouri will immediately request support from the Federal Emergency Management Agency (FEMA).
- The State Emergency Management Agency (SEMA) will activate the Emergency Management Assistance Compact (EMAC), and established mutual aid agreements will be honored to the extent possible.

- The Governor will suspend operations in the Affected and Initial Response Tiers of the State as required, allowing maximum utilization of resources in the initial response except for essential services identified in Continuity of Operations Plans (COOP)/Continuity of Government (COG) plans.
- Damaged transportation, communication, power distribution systems, pipelines, chemical and fuel storage, and other infrastructure systems may not be functional for many weeks or months.
- Shelters identified for use during other natural disasters may not be available in Kansas City, Missouri. Temporary sheltering in campers and tents may be determined the safest option until buildings and residences are inspected. Prudent and safe actions must be taken into consideration whether remaining in residences or utilizing temporary shelters. Sheltering may take place outside the impacted area. Evacuation, if necessary, shall be conducted in accordance with **Annex J – Evacuation and Transportation Services Plan** of the Kansas City, Missouri, LEOP.
- Kansas City, Missouri, OEM will use all available local resources and implement established mutual aid agreements as needed.
- A number of people will self-evacuate Kansas City, Missouri, if possible, while many others will stay for a variety of reasons including protecting property or caring for farm/companion animals. If evacuation is directed by the Kansas City Mayor, the Kansas City OEM and state agencies will attempt to facilitate movement through activation of the State-level Evacuation Management Team.
- During both the New Madrid and Gulf Coast hurricane scenarios, Kansas City has been designated as a Reception Center/Host City for evacuees. The operations and resource needs of Emergency Support Function (ESF)-6 (Mass Care) and ESF-8 (Health and Medical) will be substantial to provide an achievable transportation and care model for patients and evacuees.
- The need for external Incident Support Teams (IST) is anticipated.
- Damage to main transportation routes will impact all response operations.
- Local capabilities will be quickly overwhelmed due to the number of individuals needing assistance. Regional resources will be deployed from all across the metropolitan area. Resources will be requested by all local jurisdictions affected by the catastrophic disaster.
- Public and private communication resources in the affected area will be severely impacted.
- Assistance from resources outside the affected areas and federal teams will take time to mobilize.
- A significant number of local resources will be immediately or indirectly affected by the incident, which will most likely cause some added delay in staffing Emergency Operations Center (EOC) positions.
- No uniform system will be in place to provide access control at perimeters, including credentialing and access verification for first responders.
- No single organization in the State of Missouri has sufficient resources to provide adequate emergency management services. Therefore, emergency management authorities will use all available resources, including federal, state, local, private, and volunteer organizations.

V. LEGAL AUTHORITIES

- A. Missouri Revised Statutes, Chapter 44, Civil Defense.
- B. Charter of the City of Kansas City, Missouri.
- C. City of Kansas City, Missouri, Code of Ordinances:
 - a. Section 2-49 – Order of succession of elected officials
 - b. Section 2-82 – Acting city manager
 - c. Section 2-85 – Office of emergency management
 - d. Section 50-155 – Issuance of proclamation of emergency; powers of mayor under a proclamation of emergency.
 - e. Section 50-156 – Law enforcement powers of mayor.
- D. Homeland Security Presidential Directive 5 – Management of Domestic Incidents.
- E. Homeland Security Presidential Directive 8 – National Preparedness.

Authorities for local government response can be found in the Kansas City, Missouri, LEOP **Annex A-Direction and Control Plan**.

VI. CONCEPT OF OPERATIONS

A. Incident Organization

Organization and Assignment of Responsibility:

Primary (lead) Department:	Office of Emergency Management
Secondary (support) Departments:	All other City agencies, departments, and offices
Secondary (support) External Agencies:	American Red Cross Salvation Army Federal Emergency Management Agency State Emergency Management Agency

Kansas City, Missouri, recognizes that all disasters are local, and local incident command will direct response operations with support from state and federal partners through the Unified Command (UC). State and federal partners will not supplant local efforts but attempt to supplement these as requested.

Activation

A decision to activate the Catastrophic Annex to the Kansas City, Missouri, LEOP will depend on the City's capacity to achieve the 16 previously identified objectives. While some incidents may clearly require implementation of catastrophic response coordination and deployment by some departments, the same incident may not necessitate actions by other departments. Therefore, Kansas City, Missouri, allows each department autonomy in initiation of Annex O operations within their department, based on trigger points or according to the department's function and identity. However, the OEM retains the authority to declare a Catastrophic Incident occurrence and activate Annex O operations within any or all City departments.

For a NMSZ incident exceeding 6.5 Moment Magnitude (Mw), Missouri SEMA may request activation of this annex to support mass care and medical surge resource needs. Resources to meet other needs may also be requested in accordance with the NMSZ - Joint Missouri Response Operations Plan.

During any catastrophic incident, the Kansas City OEM is expected to be overwhelmed and to require outside emergency management assistance. Additionally, Kansas City OEM will require additional staff to support a Tactical Field Organization in accordance with the National Incident Management System

(NIMS)/Incident Command System (ICS) methodology, to include Mobilization/Incident Staging Bases, Branch Offices, and Division Supervisors. In addition, Kansas City OEM should request a Missouri National Guard (MONG) Liaison Officer (LNO) if MONG's support is needed.

Activation of NGOs and private-sector relief assets (American Red Cross [ARC], Salvation Army, etc.) in response to a catastrophic event may not automatically necessitate a catastrophic response from the organizations themselves. NGO and private-sector assets categorize a catastrophic incident according to the response resources the incident necessitates. In the event of a catastrophic incident, local NGO and private-sector resources are expected to be severely impacted and limited. Assistance by regional, district, or national-level offices of these organizations can be expected in response to such an event. All private-sector response and resource operations will be organized through the EOC, enabling the EOC to retain coordination and control of the incident.

Catastrophic sheltering will occur when large segments of the population are displaced from their homes for extended periods of time following a disaster. This can include evacuees from within Missouri, or other states, who make their way to Missouri and whose mass care needs must be met. While disasters begin and end locally, it is the duty of the State and its partners to assist local jurisdictions when they are unable (due to size and scope of the disaster) to provide an effective mass care response.

Joint Field Office

FEMA will locate a Joint Field Office (JFO) in close proximity to the disaster area to serve as a central location for coordination of federal, state, local, and private-sector entities, and NGOs, with primary responsibility for response and recovery. The JFO will be established at an agreed-upon location that offers sufficient space to accommodate the appropriate representatives. Kansas City OEM and the Mayor's Office should be prepared to work with the following individuals to obtain state and federal support:

- The Principal State Official/State Coordinating Officer (SCO) will be empowered by the Governor to coordinate Missouri disaster assistance efforts. As the Governor's Authorized Representative, he or she will ensure overall integration of state emergency management, resource allocation, and seamless integration of state activities in support of, and in coordination with, local efforts and requirements.
- The Federal Coordinating Officer (FCO) will be a senior FEMA official specifically appointed to coordinate federal support in the response to and recovery from major disasters. The FCO will be the primary federal representative with whom state and local response officials interface to determine the most urgent needs and set objectives for an effective response.

Tiered Response

In order to implement coordinated response, Kansas City, Missouri metropolitan area, may be divided into three response tiers: (1) Affected Tier, (2) Initial Response Tier, and (3) Support Tier. Tier assignment may change depending on the incident location. Regional resources organized through the Mid-America Regional Council/Kansas City Urban Area Security Initiative will be necessary. Tier Response Actions are presented in Appendix O1 of this annex.

- The Affected Tier consists of jurisdictions that have been identified as the most likely to be impacted by a catastrophic incident.

- The Initial Response Tier consists of jurisdictions that have been identified as potential sources of immediate response assets for impacted areas.
- The Support Tier consists of jurisdictions that have been identified as potential sources of support and replenishment of assets (i.e., sheltering, medical surge, and staging areas.) Response assets should not self-deploy but wait for activation from the EOC.
 - Based on existing mutual aid agreement, resources from Kansas City outside the metropolitan area should be requested through the EMAC administered by the Missouri SEMA and Kansas City Office of Emergency Management.

Information

Situational awareness is basic to any response effort. Local, state, and federal emergency management officials are jointly responsible for conveying and ensuring availability of information to the response community and the general population. The Kansas City OEM and its response partners are responsible for obtaining and consolidating situational awareness information and data from all sources, including local, state, and federal response partners. Maintaining vertical and horizontal flows of information from federal, state, local, private-sector, and/or media sources to senior leadership and decision makers requires a disciplined approach to facilitate effective development of a common operating picture (COP). Appendix O2 presents federal and state organizational formats. Appendix O3 shows an organizational chart for the City of Kansas City, Missouri. To accommodate information flow, essential information for each response element has been designated. Refer to each section for specific information requirements.

Roles and Responsibilities

The mission is to provide the command and control architecture to determine priorities for saving lives and sustaining missions, including search and rescue, mass care, and health and medical operations. In accordance with this, all departments maintain a certain level of responsibility in recording, reporting, and addressing issues within their departments and jurisdiction. Kansas City departments with response capabilities/responsibilities designated in the Kansas City, Missouri, LEOP or within Annex O will:

1. Activate all local resources (listed in plans) as needed to save lives, protect property, and stabilize conditions following the onset of the incident.
2. Determine what portions of this plan apply to the incident.
3. Articulate and communicate a clear command, control, and coordination structure for delivery and distribution of resources.
4. Develop a local IAP with input from key departments within the UC.
5. Develop an Information Collection Plan for acquiring incoming information, some of which will underlie a rapid needs assessment.
6. Develop/implement a joint public information plan with federal, state, and local officials for timely and accurate information exchange.
7. Coordinate provision of services, equipment, and supplies to support expedient operations associated with a catastrophic disaster; coordinate approval and acquisition of equipment and supplies that are not available through normal purchasing channels and within usual ordering time frames.

8. Implement field tactical operations to further develop the command and control elements of the joint response.
9. Assess damage and report those damages to the Kansas City EOC.
10. Ensure COOP and COG are specified and will be implemented.
11. Provide resources and equipment at critical facilities.
12. Select alternate secure, protected facilities and sites from which essential personnel can carry on their functions during the emergency period.
13. Identify, select, and protect records essential to governmental functions that include automated technology data.
14. Act as the executive office implementing administrative decisions about directing and coordinating response and recovery activities if required by the Kansas City EOC.

B. Communications

Organization and Assignment of Responsibility:

Primary (lead) Department:	Police Department
Secondary (support) Departments:	Aviation Department City Communications Office Office of Emergency Management Office of Environmental Quality Fire Department General Services Department Health Department Information Technology Department Neighborhood and Housing Services Parks and Recreation Department Public Works Department Water Services Department
Secondary (support) External Agencies:	American Red Cross Salvation Army Federal Emergency Management Agency State Emergency Management Agency

The mission is to provide emergency communications. Activities within the scope of this function include conducting post-incident assessments of communications infrastructure, and providing emergency repair or developing alternate strategies to facilitate communications. In the event of a catastrophic event, Kansas City, Missouri, will activate its Tactical Interoperable Communication Plan (TICP). Communications at the local level will follow the protocols specified within the TICP to the extent possible. Communications needs beyond the capability of Kansas City, Missouri, will be coordinated with the Missouri State Highway Patrol (MSHP) Troop A in Lee's Summit. Kansas City, Missouri, communications center will work with Troop A communications to coordinate response among local responders.

Primary communications between the Kansas City EOC and the State EOC (SEOC) will be established via telephone, fax, and internet if possible. Assumedly, in a catastrophic scenario, normal communication (cell phone, telephone, and internet communications) will be severely disrupted and/or completely

disabled. In such a scenario, communications among response agencies would rely exclusively on alternate means, including radio communications. Alternate communications methods include:

- Law enforcement point-to-point channel, 155.370 Megahertz (MHz)
- Fixed, portable, and mobile satellite phones
- Amateur (Ham) Radio 3.963 MHz lower sideband
- Operation SECURE net
- Auxiliary communications services
- Runners.

Additional communications assets to augment the local capability can be requested from the SEOC. Local communications assets and locations have been identified and are listed in **Annex A – Direction and Control Plan** and **Annex B – Emergency Communications Plan** of the Kansas City, Missouri, LEOP.

In transit responders may communicate with Troop and local communication centers on the MTAC (154.680) public safety radio channel. Once assigned, responders communicate with the Incident Command Post (ICP) to which they are assigned. The ICP normally communicates with the Local Communication Center. The Local Communication Center normally communicates with the SEOC or the Regional Troop Communication Center and may coordinate resource deployment with the State Area Coordination Center (SACC), if activated. The Troop Communication Centers communicate with the SEOC and coordinate with the SACC. The SACC communicates with the SEOC and coordinates with Troop Communication Centers. Staging areas communicate with the SACC, if established.

During a catastrophic disaster, Kansas City should request communications resources from SEMA and FEMA. The *U.S. Department of Homeland Security, FEMA Region VII 2010 Emergency Communications Plan*, State of Missouri Annex, offers a detailed description of integrated communications operations, outlines available resources, and indicates anticipated communications needs for response personnel. The State of Missouri Annex forms the basis for joint interoperable communications, including:

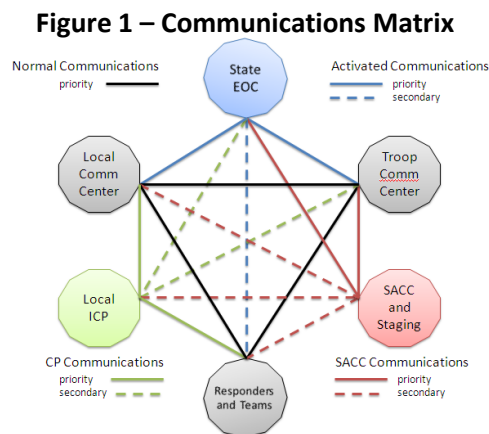
- Operability – The ability of emergency responders to establish and sustain communications in support of mission operations
- Interoperability – The ability of emergency responders to communicate among jurisdictions, disciplines, and levels of government, using a variety of frequency bands as needed and as authorized
- Continuity of communications – The ability of response agencies to maintain communications in the event of damage to or destruction of the primary infrastructure.

The Kansas City EOC serves as the central coordination point for all essential Kansas City representatives, technical advisors, and private-sector and volunteer organizations involved in disaster response activities. When the EOC is activated, all resource requests will be coordinated through the EOC to ensure a rapid and efficient response and to minimize duplication of effort. This facility has capabilities allowing full interoperable communications with all participating organizations, amateur radio operations, a complete voice and data network, an emergency power generator, 24-hour operational capability, and protection from the effects of most natural hazards. The EOC has the capability to communicate via the Personal Satellite Networks (PSN), cellular telephones, commercial satellites, high frequency (HF) radios, and very high frequency (VHF) radios.

The Communications Matrix in Figure 1 depicts the immediate post-impact communication layers. Local communication centers will work with Troop communication to coordinate response among local responders. The Communications Matrix depicts the layers of coordination anticipated in a catastrophic event, such as that outlined within this document. The solid lines represent “priority” communications channels. The dashed lines represent “secondary” communications or communications channels that may be activated “as needed.” The lines are color coded per entity and are categorized as “normal” communications or “activated” communications channels resulting from an emergency situation. The links between the various entities may already exist or may have to be established in response to an emergency situation.

The fundamental concepts of operation (ConOp) are as follows:

- Use Scout Network to deliver current information and emergency messages to commuters.
- Activate Kansas City EOC and Emergency TICP.
- Support local emergency responder communications in the field, as able.
- Establish a central point of contact for radio communications with the SEOC.
 - Primary communications:
 - Whenever possible, communications between the SEOC and the Kansas City EOC are established via telephone, fax, and internet.
 - Alternate communications:
 - Law enforcement Point-to-Point channel: local law enforcement agencies routinely contact their regional MSHP troop headquarters on the Point-to-Point frequency 155.370 MHz. Kansas City Police Department may use this channel to contact the SEOC by working through MSHP Troop A headquarters.
 - Contingency communications:
 - Fixed, portable, and mobile satellite phones
 - Emergency communications:
 - Local Amateur (Ham) Radio operators may be tasked to contact the SEOC on pre-established traffic nets and frequencies. The Missouri Emergency Services Net is the primary statewide amateur radio HF emergency net in Missouri. The net operates on a frequency of 3.963 MHz, lower sideband. The SEMA communications officer serves as the SEOC coordinator for amateur radio and Military Auxiliary Radio System (MARS) activities.
 - Operation SECURE net. Local agencies licensed for operation on this band may contact the SEOC directly on the assigned frequencies.
 - Auxiliary communications services such as Radio Emergency Associated Communications Teams (REACT) might be able to provide impromptu communications to a surrounding venue which could then relay information to and from the SEOC.
 - Use a “runner” to take initial reports to the nearest operating local communications point of contact.



The local communications center will establish priority contact with the local ICP and/or the local responders on assigned or interoperable frequencies during activation. The Kansas City, Missouri, Police

Department is directly responsible for interoperable communications between departments during catastrophic incidents. Assumedly, in a catastrophic scenario, normal communication means (cell phone, telephone, and internet communications) will be severely disrupted and/or completely disabled. In such a scenario, communications among response agencies would rely exclusively on alternate means, including radio communications. The Kansas City Police Department will maintain radio communication means for all city departments within City.

Kansas City, Missouri, will identify available emergency communications resources for operational and tactical activities within the affected area. To accomplish this, the Kansas City Police Department will:

- Assess local damage to emergency communications systems including loss of communications and timeframes to restore emergency communications.
 - Each department is responsible for reporting its status both horizontally and vertically.
- Disseminate damage assessment reports to EOC and SEOC.
- Prepare lists of critical resources needed to restore emergency communications.
- Activate amateur radio resources, assess needs, and establish points of contact.
- Deploy mobile assets, as appropriate (Mobile Communications Vehicle [MCV] and other available resources).

Communications-related Essential Elements of Information:

For internal use and development of a COP, the Kansas City EOC will obtain the following information critical to communications infrastructure (hospitals, fire, Emergency Medical Services [EMS], law enforcement):

- Status of telecommunications service (including internet, towers, and other infrastructure)
- Reliability of cellular service in affected area
- Potential requirements for radio/satellite communications capability
- Status of emergency broadcast (TV, radio, cable) system and ability to disseminate information.

C. Transportation

Organization and Assignment of Responsibility:

Primary (lead) Department:	Office of Emergency Management
Secondary (support) Departments:	Aviation Department City Manager's Office Office of Environmental Quality General Services Department Parks and Recreation Department Police Department Public Works Department

The mission is to provide transportation and engineering-related support. Activities within the scope of this function include conducting post-incident assessments of transportation infrastructure; providing emergency repair of and temporary or alternate routes for damaged roads, bridges, waterways, rail lines, and airfields to support lifesaving and life-sustaining services; determining emergency routes and

priorities in support of life saving and sustaining missions; and opening up a transportation network for distribution of emergency relief supplies to population centers. Transportation resources are provided in **Annex G – Resource Management Plan**, of the Kansas City, Missouri, LEOP. Local transportation routes are identified in **Annex J – Evacuation and Transportation Services Plan**, of the Kansas City, Missouri, LEOP. During a catastrophic incident, local departments with transportation responsibilities will:

- Evaluate critical transportation infrastructure including damaged roads, bridges, waterways, rail lines, and airfields.
- Provide emergency repair and temporary or alternate routes for damaged roads, bridges, waterways, rail lines, and airfields.
- Determine emergency routes and priorities in support of life saving and sustaining missions, and open up a transportation network for distribution of emergency relief supplies to the population centers.
- Determine the status of equipment and resources – check the status of supplies and provide reports with projected needs to the Kansas City EOC.
- Establish traffic control for non-accessible roads, bridges, etc., and identify locations for alternate routes, temporary bridges, etc. Initiate re-routing plans.
- Provide the Joint Information Center (JIC) with updated media briefings regarding master road lists and transportation information for ingress/egress.

Kansas City, Missouri, will identify available transportation resources for movement of personnel and/or equipment² to the affected area. The Kansas City, Missouri, General Services Department (GSD) acts as the Logistics Section Chief operating within the EOC. GSD actively maintains a list of operational vehicles and conducts fleet maintenance on all City assets. In a catastrophic event, all transportation resources will be routed and administered through GSD Logistics Section operations. Accordingly, GSD will also identify vehicles that can be used for transportation of persons with access, functional, and medical needs, under the direction of OEM. To accomplish this, OEM will:

- Create a strategy for coordination in establishing lines of supply and transportation.
- Describe the process for transition of supplies and transportation to temporary routes.
- Describe the process for restoration of transportation to pre-disaster routes.
- Describe coordinated assessment of the viability of roads, bridges, rail, airports, ports, and waterways.

Due to the complexity of impact to the local transportation system during a catastrophic disaster, the following considerations should be evaluated:

- All types of public and private transportation infrastructure—including roads, bridges, waterways, rail lines, and airfields—may be severely affected.
- Damage to infrastructure may cause cascading secondary impacts and hazards such as fires, explosions, dam/levee failures, flooding, and chemical releases/hazardous materials incidents.
- Some roadways may serve as temporary routes for non-motorized travel (foot, bicycle).

² See Kansas City, Missouri, LEOP Annex J – Evacuation and Transportation Services Plan.

- The removal of debris (including abandoned/damaged vehicles) from transportation infrastructure following a disaster may be managed by multiple programs and personnel available at various local, state, and federal agencies, as well as by volunteer organizations³.
- The U.S. Coast Guard (USCG) Captain of the Port (COTP) has lead responsibility for determining closing and/or re-opening/setting port readiness conditions of port facilities, and movement of vessels following an emergency affecting a port community.
- Large-scale evacuations, organized and self-initiated, may occur—requiring ingress and egress.
- Routing and directions for movement of incident victims out of an impacted area, as well as delivery of necessary personnel and medical supplies to local medical facilities and shelters, must be established.
- Private railroad entities will inspect rail track to verify that it is safe for use, and will provide advice on railroad technical transportation matters. These entities will also furnish information on railroad status and help coordinate regulated transportation resources and services, as needed.
- Roads must be cleared/accessed so that emergency priority routes can be evaluated prior to ground movement of responders and implementation of life safety efforts.
- Only a limited number of traffic officers will be available to direct traffic; officers will be deployed to major arterials, leaving few officers for more rural areas.
- Fire conditions that necessitate emergency response, and in some cases evacuation, will increase the need for roadways with already diminished capacity.
- Power outages may affect traffic signals and lead to gridlock or other problems.
- Public transit systems may be impacted.

Refer to the Kansas City, Missouri, LEOP reference LEOP **Annex J – Evacuation and Transportation Services Plan** for further information and detail.

Transportation-related Essential Elements of Information:

The Kansas City EOC will obtain the following information critical to transportation infrastructure for internal use and development of a COP:

- Status of area airports
- Status of major/primary roads
- Status of critical bridges
- Status of railways
- Status of ports
- Status of evacuation routes
- Status of public transit systems
- Status of pipelines

³ See Kansas City, Missouri, LEOP Annex H – Debris Management Plan.

- Accessibility to most severely impacted areas
- Debris on major roadways and bridges.

D. Damage Assessment/Critical Infrastructure (CI) Restoration

Organization and Assignment of Responsibility:

Primary (lead) Department:	Public Works Department
Secondary (support) Departments:	Capital Projects Department Fire Department Health Department Information Technology Department Neighborhood and Housing Services Office of the City Clerk Office of Emergency Management Office of Environmental Quality Planning and Development Department Water Services Department

A catastrophic incident will create significantly more damage to private and public property than would a normal disaster. Accordingly, damage assessment is expected to be considerably hindered by destruction of transportation infrastructure, requiring multiple damage reporting sources in order to achieve a COP of the City's total damage. All City entities are responsible for reporting damage to their respective department assets. Damage assessment resources have been identified and are listed in **Annex D – Damage Assessment Plan**, of the Kansas City, Missouri, LEOP. Private property preliminary damage assessments will be a combined effort of Neighborhood and Housing Services (NHS), direct civilian call-in reports (handled through 3-1-1), and private relief organization reporting (ARC, Salvation Army, etc.). From these informative resources, OEM will create a COP of damage throughout the City and deploy response and inspection resources as deemed necessary.

Technical assistance may also be available from the Missouri Department of Transportation (MoDOT). Specific to this portion of the annex is the CI/KR not associated with transportation, communications, and energy infrastructure; health, medical, and mass care facilities; and City department assets. This section focuses on the utility services associated with potable and waste water. However, utilities services and system interdependencies (food, fuel, natural gas, electricity, water, sewage, sanitation, and communications) will be negatively impacted and disrupted. Based on the catastrophic incident, damage reports, and the CI/KR affected, the UC will have to consider the following:

- A strategy for providing emergency sanitation/waste water treatment and restoration.
- Post-incident assessments of public works and infrastructure.
- Quarantine, condemnation, and/or demolition of damaged buildings, both public and private.
- Emergency repair of damaged public infrastructure and critical facilities, implementing emergency contract support for life-saving and life-sustaining services.
- Emergency sanitation/waste water treatment and restoration, and assess the viability, provision, and restoration of drinking water.
- Inspections/assessments of other infrastructure, including high-hazard dams, and support inspections of bridges and other structures.

- Applicable Dam Response Action Plans.
- Emergency debris clearance activities, CI support, and public services as capable.
- Emergency routes and priorities for debris clearance.
 - Locate assets to clear transportation routes.
 - Identify the priority routes that will support lifesaving and life-sustaining missions.
 - Open up a transportation network for the distribution of emergency relief supplies, including personnel, to the population centers.

Reference **Annex D – Damage Assessment Plan**, of the Kansas City, Missouri, LEOP for further information and detail.

Damage Assessment/CI-related Essential Elements of Information:

The Kansas City EOC will obtain the following local damage assessments to CI for internal use and development of a COP:

- Damaged/destroyed transportation corridors, especially along priority routes
- Damaged public works assets in the local jurisdiction
- Status of potable and non-potable water and sewage treatment plants/distribution systems
- Status of power/power generation (generators) to CI
- Damaged private-sector structures requiring quarantine, condemnation, and/or controlled demolition.

E. Fire/Hazardous Materials Response

Organization and Assignment of Responsibility:

Primary (lead) Department:	Fire Department
Secondary (support) Departments:	Office of Emergency Management Office of Environmental Quality Health Department Police Department Public Works Department Water Services Department

The Kansas City Fire Department should consider the following items when implementing its fire/HAZMAT strategy:

- The State of Missouri is a shipping hub for hazardous materials in the Midwestern United States. An estimated 14,000+ different chemicals are shipped by the various transportation modes in Missouri. The Interstate corridors of I-29, I-35, I-435, and I-70 are the most commonly used for truck transport. U.S. Highways 71, 24, 40, and 50 are also well-traveled routes. Missouri is at the crossroads for rail and truck transport of nuclear waste to the Yucca Mountain, Nevada test site. Also, the locations of nuclear facilities in relation to mines and fuel processing plants result

in shipments of radioactive products and wastes across Missouri.⁴ Tier II Forms are filed and maintained by the Missouri Emergency Response Commission (MERC), and site-specific plans are on file with each county's Local Emergency Planning Committee (LEPC).

- The switching yards at Kansas City, when combined with St. Louis, process more of these transcontinental trains than any other yards in the country. The railroad systems in Missouri transport voluminous types and amounts of HAZMAT on their 6,351 miles of rails that transverse the State.⁵
- The U.S. Army Corps of Engineers (USACE) indicates over 9,000 tons of petroleum products and 200,000 tons of chemicals and related products are shipped annually by river barge via the Missouri River between Omaha and Kansas City.
- Situations could arise that would hinder firefighting capabilities or overwhelm local resources.
- Within Kansas City, Missouri, numerous fixed facilities transport, treat, use, manufacture, or store HAZMAT. The MERC maintains a list of facilities reporting on Tier II Emergency and Hazardous Chemical Inventory forms.
- Catastrophic disasters could result from secondary HAZMAT incidents due to:
 - Damage to shipping, storage, and refining facilities for petroleum products
 - Failure of pipelines
 - Damage to manufacturing, storage, shipping, and research facilities associated with chemical, biological, and radiological materials
 - Transportation accidents
 - Damage to buildings and other structures causing dislodgement of asbestos and other hazardous building materials, and requiring management and disposal of household and other hazardous waste.
- Prioritization of calls and responses will be required—matching resource type to incidents where those resources can provide the most benefit, and delaying allocation of resources to lower priority calls. Additionally, the type of incident and security considerations will also influence decision making during triaging following an incident.
- Firefighting resources will be engaged with S&R and EMS activities, and capacity for fighting fires and addressing HAZMAT will be limited. Fires and HAZMAT releases will be prioritized according to life safety.
- HAZMAT decontamination priorities and cleanup will be established using the following priorities in order of importance: life safety, incident stabilization, and preservation of property and the environment. Fires not threatening loss of life may be allowed to burn themselves out while fire personnel manage perimeter safety.
- Personnel may have an absentee rate of up to 40% following the incident⁶, and they may not be able to communicate with their respective fire agencies. On-duty personnel will have

⁴ Missouri State Emergency Management Agency (SEMA). 2009. State Emergency Operations Plan, Annex K – Hazardous Materials. October.

⁵ SEMA. 2009. State Emergency Operations Plan, Annex K – Hazardous Materials. October.

⁶ This information was obtained from several publications about ConOp and COG. The number is derived from several studies of business during and after large-scale disasters such as Hurricane Katrina.

immediate concerns for their family and property, especially if communication lines are down. Roads may be blocked or impassible; damage to personal property and injuries may affect ability to report to work.

The Kansas City, Missouri, Fire Department has direct responsibility for HAZMAT response within city limits. Assumedly, in a catastrophic event, Fire Department resources and personnel will be overwhelmed, with response and capabilities diminished. HAZMAT response will be prioritized in accordance with remaining Fire Department capabilities. Local fire and HAZMAT assets have been identified and are listed in **Annex F – Fire, Rescue, EMS, and Hazmat Plan**, of the Kansas City, Missouri, LEOP.

Local response capabilities will be supplemented by regional, state, and federal resources in response to a catastrophic HAZMAT release. Regional capabilities include five HAZMAT response teams, one of which is the Kansas City, Missouri, Fire Department's Hazardous Materials Response Team. The remaining four teams are⁷:

1. Lee's Summit Fire Department Hazardous Materials Response Team.
2. Tri-District Hazardous Materials Response Team:
 - a. Central Jackson County Fire Protection District.
 - b. Fort Osage Fire Protection District.
 - c. Sni Valley Fire Protection District
3. Northland Hazardous Materials Response Team.
4. Independence Fire Department Hazardous Materials Response Team.

Two teams are now developing a containment and decontamination capability to augment other regional teams available through mutual aid:

1. Cass County Fire Department.
2. Raytown Fire Department.

In addition, three HAZMAT response teams in Johnson, Leavenworth, and Wyandotte Counties in Kansas are available through mutual aid:

1. Leavenworth Fire Department Hazardous Materials Response Team.
2. Olathe Fire Department Hazardous Materials Response Team.
3. Overland Park Fire Department Hazardous Materials Response Team.

The initial HAZMAT response will be a local effort, with priorities set by local government. Immediate resource support for HAZMAT response will be provided by Missouri's fire mutual aid resources, through coordination with the Missouri Division of Fire Safety (MDFS). Local fire-based resources are capable of responding to a HAZMAT incident through the Missouri Fire Mutual Aid provisions (RSMo Chapter 44).

Fire, HAZMAT, and S&R assets will all draw upon the same pool of resources for response. Due to the lack of sufficient resources to respond to a catastrophic incident, the Local IC will have to prioritize fires and HAZMAT incidents against S&R missions. Life safety should guide prioritization decisions.

Immediate fire suppression and HAZMAT response will be undertaken by local first responders. Based on the estimated damage and lack of resources, the need will be immediate for increasing fire/HAZMAT

⁷ Mid-America Local Emergency Planning Committee. 2010. *Regional Hazardous Materials Emergency Preparedness Plan*. January.

resources and incident management teams. Local Incident Command will request fire mutual aid resources immediately, and the Kansas City EOC will request EMAC resources.

The local IC will:

- Coordinate with local EMS providers for casualty care and transport.
- Gather information concerning fires and HAZMAT incidents, and provide it to the Kansas City EOC.
- Determine the status of equipment, personnel, and resources, and communicate projected needs to the Kansas City EOC.
- Set operational priorities and rules of engagement.
- Prepare for an influx of inter-state, intra-state, and federal responders.

Reference LEOP **Annex F- Fire, Rescue, EMS, and Hazmat Plan** for further information and detail.

Fire/HAZMAT-related Essential Elements of Information:

The Kansas City EOC will obtain the following information critical to fire/HAZMAT infrastructure for internal use and development of a COP:

- Extent of fires
- Potential for (or extent of) flooding
- Number/estimate of collapsed structures potentially requiring Urban S&R (US&R)
- Actuality of or potential for release of HAZMAT
- Actuality of or potential for radiological incidents
- Affected locations and what these contain
- Actions being taken under the National Contingency Plan (NCP) if any
- Personal safety issues
- Public health concerns
- Damaged fire assets in the local jurisdiction
- Status of the water supply in the area

F. Evacuation and Mass Care

Organization and Assignment of Responsibility:

Primary (lead) Department:	Office of Emergency Management
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Secondary (support) Departments:	City Communications Office Human Relations Department Health Department Office of the City Clerk City Communications Office Office of the City Manager Office of Environmental Quality General Services Department Neighborhood and Housing Services Police Department Public Works Department
Secondary (support) External Agencies:	American Red Cross Animal Welfare Organizations Salvation Army

The Kansas City OEM should consider the following items when implementing its mass care strategy:

- Many disaster survivors go to the homes of relatives and friends, or stay in commercial lodging. Disaster survivors who cannot afford hotel accommodations, run out of money, cannot reach the homes of relatives and friends, and/or cannot find space in a hotel or motel may require public shelter.
- Faith-based Organizations (FBO) may also open and operate shelters. However, this activity should be coordinated with the local Emergency Management Director (EMD) and sheltering operations groups.
- Minor children may become separated from their parents/guardians at the time of the disaster. Development of local and state reunification plans is essential for reuniting children with their parents.
- Populations likely to require mass care and shelter include the following:
 - Primary disaster survivors, including individuals with damaged or destroyed homes or with homes in areas where utilities and services have been disrupted
 - Individuals who have been denied access to their homes
 - Transients, including nonresident workers, visitors, students, and homeless within the affected area.
- Shelter intake processes should include an initial rapid health screening to assist in identifying any individuals who have an acute medical condition or pose a threat to others. These individuals should be further evaluated immediately for transfer to a medical shelter as promptly as feasible. All other residents should be maintained in a congregate shelter, with provision of support services for those individuals with access or functional needs.
- Disaster survivors will form loose groupings of individual shelters or group tents erected in the affected area and near their homes. These temporary shelters (non-congregate care) will provide minimum shelter, but the affected population will rely on other locations (Points of Distribution [POD]) for food, water, first aid, and information.
- Survivors will be utilized to manage and staff shelters, and must be trained on site to take on these roles.

- Shelter populations will gradually decrease as utilities are restored, allowing people to return home and, as transportation improves, allowing shelter residents to leave the area.
- Opening of spontaneous shelters will begin hours after the incident, but proper support for these shelters is not likely for several days. These shelters will need resources and will also need to be consolidated.
- Mega-shelters may be opened during the first week to shelter evacuees.
- Shelters should be American Disability Act (ADA)-compliant, and should have a level of specialized equipment available, or attainable, for individuals requiring Functional Needs Support Services (FNSS). Though this need will not be immediate, it can be projected over the lifetime of the incident.
- A variety of national and local NGOs, community organizations, and FBOs, as well as thousands of volunteers, will come forward to support response and recovery efforts—requiring extensive coordination.
- Within Region A Missouri, 26,758 shelter spaces have been verified. Harrisonville, Warrensburg, Marshall, St. Joseph, and Sedalia have been identified as options for the nearest host city.
- PODs are intended to support distribution of supplies to the general public. Staging Areas will serve as resupply points for mass care operations.

Local evacuation assets and maps have been identified and are listed in **Annex J – Evacuation and Transportation Services Plan** and **Annex L – Mass Care and Sheltering Plan** of the Kansas City, Missouri, LEOP.

Limiting Factors

- Initial information about spontaneous shelters opened by churches, schools, and other community groups will be difficult to assess.
- Most shelters will be under-resourced for critical supplies, including medical, food, infant care items, and sanitary supplies.
- Local sources of critical supplies will be quickly exhausted or unavailable.
- A shortage of communications equipment will occur at shelters, temporarily for staging and for sheltering. This will include equipment for intra- and inter-site communications, particularly when commercial landline and cellular networks are disrupted.
- Limited communications capabilities will exist at the shelters. Damage and overload conditions on the public dial phone network will limit the ability of shelter facilities to communicate with medical services, law enforcement, and other first response services. Deployment of alternate communications capability and restoration of phone services to shelters will be priorities.
- Substantial logistical effort to distribute food within the affected area will be complicated by compromised transportation systems; mass care operations will be constrained by the following:
 - Shortfall of security personnel that may compromise the safety services at the shelters
 - Lack of a coordinated system to address procurement of access and functional needs equipment, as well as transportation of access and functional needs population

- Difficulty of evacuating a large number of individuals within a short period of time due to congested and damaged roadways and bridges, and limited transportation access.

ARC, local government, and NGO shelter providers will need immediate state and federal resource support for shelter structural assessments, site security, food, bottled water, transportation of resources, sanitation equipment, medical personnel, and communications equipment.

ARC, the Salvation Army, and other NGOs (or volunteer agencies) that traditionally deliver mass care in a disaster will respond with available resources in accordance with the specifications of their charters and in cooperation with emergency management officials.

ARC will work with OEM by establishing a liaison officer at the EOC when deployed. OEM will receive information regarding mass care needs and resource requests from ARC officials and allocate resources appropriately. Damage to ARC shelters may require that such shelters are closed, in which case, request for new habitation may be made to OEM. Deployment of any resource in regards to ARC is strictly at the discretion of OEM and should not logistically be determined by ARC. ARC plays a valuable role in the EOC by passing information on affected areas and reports of neighborhoods requiring further mass care operations. OEM will process this information, acting as the ultimate decision maker as to where and when shelter deployment occurs.

Road damage that affects the ability of service providers such as ARC and FEMA to transport personnel and materials into the affected area will hinder proper transportation and access to private shelters. Shelters requiring provisions such as cots, communications equipment, security services, sanitation facilities, showers, food, water, medical resources, and sometimes generators may not be able to provide all of these resources due to road conditions.

Greater need will be evident for shelter space than what is available, prompting opening of more spontaneous shelters and mega-shelters, as well as tents near shelter sites and in open spaces such as parks and parking lots. Congregate Care Shelter operational considerations are as follows:

Table 1 – Congregate Care Shelter Operational Considerations

Issue	Detail
Physical Access	Ensure access needs are met, including: entrances, routes to all services, passenger drop-off/pick-up, parking, sidewalks, sleeping areas, restrooms, telephones, drinking fountains, eating areas.
Dietary	Ensure meals and snacks are provided to all shelter residents including children and adults with specific dietary needs and restrictions.
Service Animals	Allow service animals to accompany shelter seekers in accordance with ADA guidance. Food, water, and toilet facilities must be provided for service animals.
Communications	Take appropriate steps to ensure that communication is as effective as communication with the general population.
Bathing and Toileting Needs	Ensure bathing and toileting facilities are adequate for children, adults, and individuals with access and functional needs.
Quiet Areas	Include a strategy for providing quiet areas within each shelter.
Mental Health	If possible, have a licensed mental health professional present in population shelter at all times.

Issue	Detail
Children	Consider and plan for the specific needs of children and unaccompanied minors.
Medical and Dental Services	Include medical care that can be provided in the home setting. Medical stations should be developed with a minimum staff of one Registered Nurse and one Paramedic 24/7. The ratio of First Aid Stations to shelter residents should be 1:100, if possible.
Medication	Ensure means of obtaining, storing, dispensing, documenting, and disposing of medications in a general population shelter.
Transportation	Ensure availability of vehicles and ambulances, and drivers for transporting: (1) children and adults with and without access and functional needs, and (2) service animals.

Evacuation

Kansas City, Missouri, will employ two strategies following a catastrophic incident: shelter-in-place within the impacted area and evacuation of those seeking refuge outside the impacted area. Localized evacuation will be the responsibility of Kansas City OEM in coordination with the State Evacuation Management Team (EMT). The Kansas City OEM will work with the State EMT to determine if evacuation is the best option. Active engagement of the EMT is expected in assessing the community and developing a course of action for conducting evacuation operations. Together, the EMT and Kansas City, Missouri, will coordinate efficient deployment of resources, utilization of available evacuee shelter capacity, and effective modifications to evacuation routes, as necessary. The overall ConOp for evacuation is outlined in Appendix O4.

In coordination with support agencies, evacuation support will be the responsibility of the Kansas City, Missouri, OEM. OEM will:

- Immediately initiate assessment of impacted and displaced populations.
- Implement evacuation using local resources.
- Make evacuation determination in coordination with the EMT based on need.
- Implement either shelter-in-place or evacuation.
- Determine local evacuation routes that connect with larger state-supported primary and secondary evacuation routes.

For further evacuation procedural references and hazard-specific evacuation maps, refer to **Annex J – Evacuation and Transportation Services Plan** of the Kansas City, Missouri, LEOP.

A catastrophic incident will necessitate further responsibility of and stress on all organizations—public and private—assisting in public sheltering and mass care operations. Accordingly, the following objectives should be considered and addressed by OEM at the onset of any catastrophic incident:

- Define the overall responsibilities of state agencies, FBOs, and NGOs for providing mass care-related services.

- Provide strategic planning guidance and authorities governing enactment of ESF-6 operations following a catastrophic incident, to include specific directives regarding out-of-state evacuees and Missouri assets assisting those impacted.
- Define the organization, ConOp, responsibilities, and procedures to adequately prepare for and respond to a catastrophic event and subsequent mass care operations.
- Outline federal, state, and local government responsibilities for the managed movement of people (be they Missouri residents or out-of-state evacuees), pets, and resources from an area of increased danger to an area of relative safety with feeding and sheltering operations.

To fully address these objectives, the tasks are divided into four key areas (see Appendix O4, Figure 6, and Appendix O5, Figure 8): sheltering, household pets, bulk distribution, and feeding. The purpose of each key area is described below.

Congregate Care Shelter

Congregate care shelters will be the responsibility of the ARC in Kansas City, Missouri. The local Mass Care Coordinator will coordinate with the State Mass Care Emergency Response Team (MCERT) and Functional Assessment Service Team (FAST). The MCERT will assist with determining the most effective method for delivering the mass care resources to the affected area, and with prioritization of the mass care needs of jurisdictions. FAST will assist with assessing mass care needs within the area of those with medical, access, or functional needs (see Appendix O5 for further detail on Medical Operational Concepts). The ARC will:

- Select optimal shelter locations based on damage.
- Provide services to the general population and those requiring FNSS, to the extent possible.
- Appoint a local mass care coordinator.
- Activate Memorandums of Understanding (MOU) with selected shelter locations.
- Assess availability of resources and sustainability of operations.
- Inventory commodities for meal preparations at mass care and feeding locations.
- Identify populations needing functional needs services.
- Activate reunification plans and patient/evacuee tracking plans.
- Activate volunteer engagement and reception plans.

Household Pets

Owners have primary responsibility for survival and wellbeing of household pets and companion animals. Service animals specifically trained for use by a person with a disability to help with daily living are allowed to accompany the owner within congregate care facilities. Pursuant to **Annex Q – Pet Plan**, of the Kansas City, Missouri, LEOP, OEM will request from local animal welfare organizations assistance with pet sheltering and pet rescue operations, and will perform the following:

- Activate MOUs with community-based organizations to support household pet shelter operations.
- Obtain a list of potential household pet shelter locations, capacities, and numbers of sheltered pets.

Regardless of the strategy selected, Kansas City must support FNSS in providing mass care. In addition to the human considerations and in compliance with the Pets Evacuation and Transportation Standards (PETS) Act of 2006, pets and companion animals must be included in planning projections. Please reference **Annex Q – Pet Plan** of the Kansas City, Missouri, LEOP for further information regarding pets and companion animals planning.

Bulk Distribution

Bulk distribution will be the responsibility of the Kansas City Fire Department in conjunction with the Kansas City GSD.

GSD will:

- Select PODs based on damage and functionality.
- Notify the State Bulk Distribution Coordinator of locations of all activated PODs.
- Provide extra security to POD and sheltering/feeding sites if deemed necessary by the EOC.

The Fire Department will:

- Activate MOUs to support PODs.
- Activate POD sites to serve as locations for lifesaving/sustaining commodity distribution.
- Man POD sites with response and distribution personnel.

Feeding

Kansas City, Missouri, will rely on NGOs for mass feeding:

- Activate the local Feeding Task Force to project feeding requirements.
- Seek NGO assistance, deploy available assets, and activate kitchens, using field kitchens if necessary, to feed victims and emergency field personnel.
- Assess local restaurants, grocery stores, and food storage locations that are unaffected by the event and are near the impacted area for viability, and incorporate them into the distribution process.
- Use shelf stable meals and move to prepared meals as able.

Refer to the Kansas City, Missouri, LEOP **Annex L – Mass Care and Sheltering Plan** for further information and detail.

Mass Care-related Essential Elements of Information:

The Kansas City, Missouri, EOC will obtain the following information critical to mass care infrastructure for internal use and development of a COP:

- Estimated population affected
- Number of shelters open/population
- Potential unmet shelter requirements
- Number of homes affected (destroyed, damaged)
- Percentage of banks functioning

- Percentage of grocery stores open and able to meet the needs of the public
- Percentage of pharmacies open and able to meet the needs of the public
- Populations of impacted areas
- Demographic breakdown of population including income levels and information on elderly and children
- Number/type of housing units in impacted areas
- Level of insurance coverage
- Unemployment levels
- Foreign languages that are spoken within greater than one percent of the affected population. The top four spoken foreign languages are Spanish, Vietnamese, Somali, and Arabic.

G. Medical Support and Public Health

Organization and Assignment of Responsibility:

Primary (lead) Departments:	Fire Department Kansas City Health Department
Secondary (support) Departments:	Office of the City Clerk Office of Emergency Management Office of Environmental Quality Human Relations Department Health Department Parks and Recreation Department Public Works Department

The mission of the health and medical response partners is to:

- Lead and coordinate emergency and acute care operations, and support efforts to sustain medical surge capacity.
- Coordinate medical care for those with access and functional needs and medical needs at congregate shelters.
- Support patient evacuation and movement.
- Re-establish food service and continuous shelter operations and maintain limited environmental health services.
- Assist in the coordination of mass fatality management.
- Assist in the staging of assets to support mass fatality management.

Initial priorities will be to:

- Coordinate medical support of injured victims found during S&R efforts.
- Coordinate ambulance, air ambulance, triage, and life-essential medical services, including evacuation of Level 1 patients.

- Coordinate treatment of Levels 2 and 3 patients, and prioritize evacuation.
- Coordinate care of people with access and functional needs and medical needs, and support prioritized medical evacuation.
- Stage assets to support mass fatality operations.

Local health and medical assets and locations have been identified and are listed in **Annex M – Health and Medical Plan** of the Kansas City, Missouri, LEOP.

As the lead for health, the Kansas City Health Department will do the following:

- Request activation of the Strategic National Stockpile (SNS) Plan from the Kansas City EOC.
- Determine location of, activate, and main Points of Dispensing, and communicate locations and needs to EOC.
- Request and dispense Mass Prophylaxis materials.
- Activate staff to determine where medical Points of Dispensing will be located, and communicate that information to the Kansas City EOC.

As the primary department for medical response, the Kansas City Fire Department will perform the following functions:

- Coordinate patient care in affected areas in conjunction with local hospitals and medical responders.
- Coordinate procurement of medical supplies with the Logistics Section.
- Assist with hospital evacuation.
- Coordinate with the Mass Care Coordinator to provide for the health and medical needs of the shelter populations.
- Work with the Public Information Officer (PIO) to provide public information about health and medical issues.
- Provide enhanced monitoring of patient care, the spread of disease, security risks, etc.

Approximately twenty hospitals are located in Kansas City, Missouri. These hospitals should:

- Activate their Emergency Response Plans.
- Activate on-campus medical Point of Dispensing response in accordance with the State Receiving, Staging, and Storage (RSS) Plan upon State emergency declaration.
- Rapidly assess ability to (1) continue to care for the patients within their facilities and (2) provide for an influx of disaster victims.
- Enter their status in the EM System.
- Determine which patients will be evacuated and assume responsibility for moving these patients.
- Support treatment of patients as able and request resources through the Kansas City EOC as needed to sustain operations.

EMS is operated as part of the Kansas City, Missouri, Fire Department, and will perform its tasks as assigned by the health and medical lead at the Kansas City EOC.

- Respond to immediate medical needs of those injured in the catastrophic incident.
- Set up medical triage areas and casualty collection points.
- Support transport and treatment of patients as able.
- Provide ground transportation of patients to operational hospitals in the impact zone, and transport medical evacuees to Evacuation Assistance Sites as needed.

Kansas City, Missouri, has access to the Jackson County Medical Examiner (JCME). JCME may send a representative to the EOC. As a local Missouri Funeral Director's and Embalmer's Association (MFDEA) member, JCME will assist with coordination of mortuary services as able. In a catastrophic incident, JCME may receive assistance from a Disaster Mortuary Operation Response Team (DMORT). Activation of DMORT may be requested from the SEMA. In large-fatality incidents, gathering disembodied body parts ("common tissue") may be necessary, and identifying them may not be immediately possible. Under these circumstances, JCME will be directly responsible for deciding how to deal with unidentified, disembodied human remains.

Reference **Annex M – Health and Medical Plan** of the Kansas City, Missouri, LEOP for further information and detail.

Medical Support and Public Health-related Essential Elements of Information:

The Kansas City EOC will obtain the following information critical to public health and medical infrastructure for internal use and development of a COP:

- Damage to hospitals
- Damage to congregate care
- Damage to EMS
- Casualties and fatalities
- Bed poll (EMSystems)
- Morgue infrastructure
- Health communications capabilities
- Status of medical supplies.

H. Search and Rescue

Organization and Assignment of Responsibility:

Primary (lead) Department:	Fire Department
Secondary (support) Departments:	Aviation Department Neighborhood and Housing Services Parks and Recreation Department Police Department Water Services Department
Secondary (support) External Agencies:	American Red Cross

Search and rescue operations will be executed in accordance with **Annex F – Fire, Rescue, EMS, and Hazmat Plan** of the Kansas City, Missouri, LEOP. The priorities for S&R operations are as follows:

- Immediate life safety of first responders and victims
- Transportation of resources
- Establishment of communications
- Assessment of the situation and information dissemination to the Kansas City EOC.

Initial S&R operations will be local efforts according to the ability of the local first responders and volunteers.

The doctrine of “do no additional harm” will apply to all search and rescue operations. Search and rescue personnel will take into consideration the dangers of contamination and unstable physical structures before entering into an area that may contain surviving victims, and will take appropriate safety and protective measures before commencing operations. All S&R operations will utilize the International Search and Rescue Marking System, an example of which can be found in Appendix O6 of this document.

The primary department responsible for S&R operations in Kansas City is the Kansas City Fire Department. As response operations progress following a catastrophic incident, resources available for S&R operations will become increasingly scarce. Competing pressures on these resources necessitate EOC logistical management of all S&R assets. Logistic coordination of S&R assets should be based on the COP developed by the EOC, and take into account the future necessity of these resources for responding to geographical areas about which information may be lacking.

The Fire Department and EOC need to consider the following:

- The amount of time to perform rescue activities is limited. Although victims have been found alive (and subsequently recovered) as long as 19 days post-incident, the conventional expectation for finding living survivors is typically not more than 1 week.
 - Initial operations will be blitz oriented, resource intensive, and logistically demanding.
- Ongoing unmitigated damage to CI such as roadways and pipelines will affect rescue operations.
- Hazardous conditions, weather, size of area, scope, access, and criminal activity (hazard) may limit the efficiency with which areas can be searched for victims.
- Local and state firefighting, US&R, HAZMAT, and EMS response capabilities are drawn from the same resources within the State. There are competing priorities among these state response resources for personnel and equipment.
- Search operations may be assisted by non-technical personnel and volunteers (i.e. Community Emergency Response Teams [CERT], active military forces, and Volunteer Organizations Active in a Disaster [VOAD]).
- Civil Air Patrol (CAP) may be requested through SEMA to provide aerial assets for assisting in search missions and identifying possible rescue operations. Aerial assessments will be needed to identify collapsed structures in areas that are inaccessible via ground transportation.
- Reports of collapsed buildings with people trapped therein will be received from a variety of sources including the following:
 - Dispatchers at local 911 centers.
 - Emergency responders from the field.

- News media.

The Kansas City EOC will prepare for the following response times for S&R resources:

- Local response time 0-2 hours
- Inter-state response time 2-12 hours
- Intra-state response time 12-24 hours
- Federal response time 12-24 hours

S&R personnel will perform the following tasks:

- Local IC will set the operational priorities for the field teams during S&R operations.
- The Kansas City EOC will provide a marking system (National Marking System) that is used by US&R teams (reference Appendix O6); this should be utilized by the local first responders to avoid confusion. Identification of trapped individuals in need of specialized rescue beyond the local capability, and prioritization of these individuals for specialized teams arriving will be based on:
 - Number of people trapped in a particular site
 - Potential risk to S&R personnel
 - Probability of successful rescue.

Reference **Annex F – Fire, Rescue, EMS, and Hazmat Plan** of the Kansas City, Missouri, LEOP for further information and detail.

S&R-related Essential Elements of Information:

The Kansas City EOC will obtain the following information critical to S&R infrastructure for internal use and development of a COP:

- Number of buildings searched
- Number of rescued individuals
- Where victims were taken
- Number of fatalities
- Number of rescued companion animals.

I. Energy

Organization and Assignment of Responsibility:

Primary (lead) Department:	Public Works Department
Secondary (support) Departments:	Office of Emergency Management Office of Environmental Quality Neighborhood and Housing Services Planning and Development Department Water Services Department Planning and Development Department

These agencies will evaluate and share information on damage to the energy infrastructure, and will estimate the impact of energy system outages in Kansas City, Missouri. Specific to this portion of the annex is the CI/KR not associated with transportation, public works, and communications infrastructure; health, medical, and mass care facilities; or City department assets. This section focuses on the utility services associated with fuel, natural gas, and electric facilities. Utilities services and system interdependencies (food, fuel, natural gas, electricity, water, sewage, sanitation, and communications) will be negatively impacted and disrupted. Thus, the Kansas City EOC will also consolidate the information and assess how to restore energy processes. Local energy assets have been identified and are listed in **Annex I – Infrastructure Plan** of the Kansas City, Missouri, LEOP.

Based on the catastrophic incident and the CI/KR affected, Kansas City Public Works must do or consider the following:

- Conduct post-incident assessments of public works and infrastructure.
- Work with the private sector to determine the extent of damage to the infrastructure and the effects of that damage on the regional and national energy system.
- Recognize that seasonal energy usage patterns vary significantly. While the importance of electrical supply is constant across seasons, natural gas and propane supply is critical in the winter months for heating.
- Work in close communication with electrical utility companies during significant loss of service for the fastest response and recovery possible for affected residents and businesses.
- Provide emergency repair of damaged public infrastructure and critical facilities needed to sustain emergency contract support for life-saving and life-sustaining services.
- Liaise with the State, and with regulated and non-regulated public/private industry partners, in order to obtain situational awareness. Partners include:
 - MoDOT Office of Pipeline Safety
 - Missouri Public Utility Authority (MPUA)
 - Mid-West Independent Transmission System Operators (MISO)/Regional Transmission Organization (RTO)
 - Regulated partners through the Public Services Commission (PSC)
 - Non-regulated partners through the Missouri Department of Natural Resources (MDNR).
- Recognize and identify needs for:
 - Establishment of delivery routes and methods
 - Locations of fuel and energy resources
 - Determination of level, degree, and capability of response.

Kansas City, Missouri, co-operatives and private energy providers—with help from the U.S. Department of Energy (DOE), MDNR, and Missouri Public Service Commission (MPSC)—will assess power infrastructure damage and access for emergency responder services, expedite power restoration, and de-conflict power restoration priorities. Private-sector utilities are responsible for readjustment and reinstitution of their own infrastructure. Prioritization of private-sector assets for power restoration will be under the direction of the Unified Command Team (UCT). The UCT is made of multiple partners from the public sector, and has responsibility for prioritizing restoration.

The Kansas City GSD maintains responsibility for allocation of fuel in response to a catastrophic event. Fuel will be supplied according to private-sector agreements previously arranged between GSD and partners. GSD will also be responsible for assuring proper transport and stewardship over fuel supplies and resources immediately following a catastrophic incident. The priorities for allocation of diesel fuel and gasoline during a catastrophic event are as follows:

- First responders
- Essential medical operations/Evacuation
- Electric and natural gas restoration activities
- Critical government facilities
- Public water and sanitation
- Shelters
- Supply PODs
- Commercial food and fuel operations
- Commercial telecommunications nodes.

The priorities for restoration of electrical system are:

- Transmission lines
- Feeder lines, with priority to feeders that serve:
 - First responders
 - Essential medical operations
 - Public water and sanitation
 - Shelters
 - Customers with documented medical conditions
- Distribution lines, with priority to feeders that serve:
 - First responders
 - Essential medical operations
 - Public water and sanitation
 - Shelters
 - Customers with documented medical conditions

When appropriate, private-sector entities are integrated into the energy restoration planning and decision-making process. This collaboration primarily includes Kansas City Power and Light (KCP&L).

Reference **Annex I – Infrastructure Plan** of the Kansas City, Missouri, LEOP for further information and detail.

Energy-related Essential Elements of Information:

The Kansas City EOC will obtain the following damage assessments of energy infrastructure for internal use and development of a COP:

- Status of electrical generating facilities
- Status of the transmission grid
- Status of the distribution grid
- Population without electric power
- Status of natural gas transmission facilities
- Status of the distribution pipeline
- Population without natural gas
- Status of gasoline and oil distribution systems
- Establishment of power restoration priorities with Unified Coordination Group (UCG).

J. Law Enforcement and Public Safety

Organization and Assignment of Responsibility:

Primary (lead) Department:	Police Department
Secondary (support) Departments:	Aviation Department Office of Emergency Management Office of Environmental Quality Fire Department

Law enforcement activities during response to a catastrophic incident will extend beyond daily activities and involve extraordinary situations that may exhaust all available local resources. Assistance for law enforcement duties will be available, as capability allows, from the Missouri State Highway Patrol (MSHP) and Missouri National Guard (MONG). Request for law enforcement assistance should be directed to the Kansas City EOC as soon as possible. Based on other catastrophic planning for Missouri, the State Emergency Management Agency (SEMA) and the MSHP recognize the following minimum staff requirements (Table 2):

Table 2 – Minimum Staff Requirements

Public Safety Need	Rate	Officers Needed*	Notes
Shelter Support	6/500 people	600	Shelters in Kansas City, Missouri: 75 Total Shelter Capacity: 49,382
Traffic/Evacuation (within impact zone)	12/10,000 people	600	Traffic control
Force Protection	1/50 responders	100	5,000 responders
Points of Distribution (POD)	5/POD	5	1 pod/county
General Security (outside of impact zone)	2/10,000 people	85	Added security for influx
Emergency Operations Center (EOC) Security	3/EOC	3	
Base Camps	8/1,000 responders	40	5,000 responders
Medical Field Hospitals	6/hospital	36	6 hospitals
Traffic/Evacuation (outside)	6/10,000 people	270	Highway support
Total	---	1,739	---

*This number represents the number of officers needed beyond existing capabilities.

- Public safety response operations must leverage all available resources including local, state, federal, private, and volunteer in order to meet incident needs. Early integration of public safety authorities into operations is essential.
- All correctional facilities, including municipal and Jackson County detention centers, must identify receiving facilities and work with other public safety officials to effectively transport prisoners to those facilities.
- Local jurisdictions may need assistance in securing government facilities and assets. Public safety agencies assisting local law enforcement agencies should be prepared to protect and save lives first, protect citizens second, and protect property as a third responsibility.

Local law enforcement assets have been identified and are listed in **Annex E – Law Enforcement Plan** of the Kansas City, Missouri, LEOP. Local law enforcement personnel have major-priority response roles specified in that annex which extend beyond daily activities, and could involve extraordinary situations that may exhaust all available local resources—requiring assistance from other jurisdictions. Law enforcement agencies lead and control a variety of response operations including but not limited to:

- Securing sites dedicated to supporting response operations, including PODs, shelters, field hospitals, staging areas, and morgue sites
 - Kansas City GSD may augment the security of POD operations by contracting additional security personnel.
- Securing CI/KR, including government facilities and specialized private facilities such as power plants, laboratories, and hospitals
- Securing jails and other correctional facilities, and moving prisoners if required
- Securing other public and private property
- Maintaining traffic and crowd control
- Maintaining access control to the incident scene, and isolating evacuated area(s)
- Providing force protection for all response and emergency management personnel and resources in transit and upon arrival
- Protecting citizens and property
- Establishing clear command, control, and coordination structures for response operations
- Coordinating interoperable communications among all response agencies
- Coordinating with the Kansas City, Missouri, EOC to facilitate timely and accurate release of emergency public information.

Reference **Annex E – Law Enforcement Plan** of the Kansas City, Missouri, LEOP for further information and detail.

Law Enforcement and Public Safety-related Essential Elements of Information:

The Kansas City EOC will obtain the following information critical to law enforcement and public safety infrastructure for internal use and development of a COP:

- Location of access points

- Credentials needed to enter shelters
- Best routes to approach the disaster area
- Status of police facilities
- Status of correctional facilities.

K. External Affairs

Organization and Assignment of Responsibility:

Primary (lead) Department:	Office of Emergency Management
Secondary (support) Departments:	Capital Improvements Management Office Office of the City Clerk City Communications Office Office of the City Manager Office of Environmental Quality Human Relations Department Fire Department Health Department Police Department

Any catastrophic incident will generate extensive, sustained national media attention that will overwhelm local and state public information efforts. Assistance to local public information partners will be provided, based upon capability, by the Kansas City EOC and federal partners. Local external affairs assets are listed in **Annex C – Public Information and Warning Plan**, of the Kansas City, Missouri, LEOP. The Incident PIO will need to consider the following

- The media's (radio, television, newspaper, and Internet) ability to disseminate public information will be greatly reduced by station inoperability, loss of power, loss of broadcast towers, and reduced staff. Public affairs personnel will have to rely heavily on available means and non-traditional delivery methods.
- Affected individuals will begin to congregate in ad-hoc locations or designated shelters in the hours following the initial catastrophic incident. If individuals do not have available/operational ways of receiving information, they will seek out methods to receive information ordinarily disseminated through normal methods.
- Rumors and misinformation will begin to spread almost immediately following a catastrophic incident, through both word-of-mouth and the Internet. Timely and effective rumor control, most notably through social media, will be crucial in restoring, instilling, and maintaining public confidence.
- Residents and visitors to Missouri will be provided with clear, concise, and continual information, coordinated and consistent across all levels of government; announcements will include information regarding shelters, medical facilities, areas of hazardous materials, reunification programs (i.e., the National Emergency Child Locator Center (NECLC), the National Center for Missing and Exploited Children (NCMEC), National Red Cross Safe and Well, etc.), response operations, and POD.

- Disseminating information to the functional needs population will require additional services for persons with limited or non-English speaking proficiencies, sign language interpreters, and closed captioned message broadcasting.
- Priority is to deliver life safety information and messages with initial messages through local, state, and national operational mass media resources including: radio, TV, internet, mass area notification (reverse 911), 211, amateur radio operators, and door to door as needed.

Public Relations-related Essential Elements of Information:

The Kansas City EOC will obtain the following information, critical to public information, for internal use and development of a COP:

- Status of emergency broadcast (TV, radio, cable) system and ability to disseminate information
- Status of external affairs in the Kansas City EOC
- Foreign languages spoken within greater than 1 percent of the population.

L. Military Support

MONG's role is to provide Defense Support of Civil Authorities (DSCA) during/following a man-made or natural disaster upon request from the Governor of the State of Missouri and SEMA. MONG is prepared to execute its Cracked Earth Plan. Initial operations will support use of air assets and organizing their work force. Once mobilized, MONG is prepared to support the following ESFs:

- ESF-1 with air operations and reestablishing transportation ingress/ egress routes and key airfields
- ESF-2 with communications assets
- ESF-3 with heavy equipment and operators to remove debris and restore CI
- ESF-4 with firefighting resources
- ESF-5 with assets for the Joint Rapid Needs Assessment Flights
- ESF-6 with support for mass care operations including evacuation management and shelter support
- ESF-7 with support for logistics operations
- ESF-8 with health and medical resources
- ESF-9 with light S&R resources and movement of highly specialized teams including MO-TF1
- ESF-10 with the Civil Support Team (CST)
- ESF-12 with energy supplies from generators and other resources
- ESF-13 with law enforcement augmentation in support of MSHP and local authorities
- ESF-15 in delivery of public information.

Kansas City, Missouri, should be prepared to receive MONG and U.S. Department of Defense (DoD) assets into the affected area. MONG responders will be integrated into the overall response organization under the local IC but still remain under the control and direction of the Governor of Missouri. DoD responders will also integrate into the response organization under the local IC but will remain under control and direction of United States Northern Command (USNORTHCOM). Typically,

DoD assets will accept missions at the state and county levels. Special considerations of which local ICs need to be aware include:

- Role of military
- Limitations of resources
- How to interact with the LNO at the city level.

Air Transportation Operations

Local first responders should be aware of the following outline of first responder air operations following a catastrophic incident:

- In the immediate aftermath of a catastrophic incident, road and bridge damage may necessitate substantial use of rotary wing aircraft. FEMA and the State of Missouri will establish aviation staging bases to support fixed wing and rotary wing operations.
- Aviation staging bases will have transportation and material handling equipment capabilities necessary to receive and deploy commodities, equipment, and personnel as requested, and will support rotary wing operations including routine maintenance and fueling. Rotary wing operations and ground transportation will be used to move resources into the impact zone to support shelters and shelter-in-place populace, supply PODs, support Responder Base Camps, stock staging areas, and evacuate people out of the impact zone; prioritization will be based on medical needs.

Kansas City, Missouri, will assist in identifying locations near PODs and Medical Support Bases where rotary wing operations could occur for delivery of resources and air evacuation. In addition, it may be necessary to identify ground transportation assets that can meet aircraft and transport personnel and commodities deeper into the impact zone.

The Kansas City EOC will obtain the following information critical to military support for internal use and development of a COP:

- Staging locations for incoming resources
- Arrival of requested resources
- Status of site preparations
- Number, type, and capacity of available vehicles
- Status of all airport infrastructure and any damage to airport infrastructure
- Status of supply and transport operations' viability.

VII. Organization and Assignment of Responsibilities

A. Organization

The organization for a catastrophic incident is based on the Kansas City, Missouri, LEOP Basic Plan. All operations are conducted under the National Incident Management System NIMS.

B. Direction and Control

LEOPs (Local UC)

- Local UC is the NIMS terminology for direction and control functions within the Kansas City EOC.
- Kansas City, Missouri, will report initial damage assessments, casualty figures, and condition of CI to the State UC from the Kansas City EOC.
- Kansas City, Missouri, will coordinate with the State UC/SEOC until otherwise directed.

State UC

- The State of Missouri will establish UC at the SEOC.
- The State UC will provide direction and control for statewide response in joint operations with FEMA.

SACCs

- SACCs may be established at state-run facilities at the regional level to facilitate state response and recovery efforts unique to each region.
- Once established, SACCs may be utilized to coordinate response in their respective regions between local EOCs (Kansas City EOC) and the State UC.
- ISTs will be deployed by the State to assist SACC operations if activated. An IST is an overhead management team to facilitate ICS organization.
- Additional SACCs can be established as the situation warrants.

C. Assignment of Responsibilities

The LEOP Base Plan includes the Primary and Support Responsibilities Chart indicating agency assignments. Agencies and organizations with primary and/or support assignments are responsible to develop and maintain standard operating guides (SOG), checklists, and other supporting documents that detail how to perform their assigned tasks.

- In accordance with RSMo, Chapter 44, the chief elected official of Kansas City, Missouri, is ultimately responsible for coordinating response to a catastrophic incident.
- Responsibilities include but are not limited to:
 - Activate the EOC, which serves as the coordinating point for all local response and recovery activities.
 - Serve as the collection point for damage assessment information.
 - Coordinate provision of services, equipment, and supplies to support expedient operations associated with catastrophic incident response.
 - Approve and acquire equipment and supplies not available through normal purchasing channels, and approve ordering time frames following catastrophic incidents.

Table 3 lists the current roles and responsibilities of Kansas City, Missouri, departments and agencies in the wake of a catastrophic incident. Development and augmentation of the roles and responsibilities of

each agency depends on the activation and assignment of the Kansas City EOC when a catastrophic event has been declared.

Table 3 – Departmental Responsibilities

	American Red Cross	Aviation Dept	Capital Improvements Management Office	City Auditor, Office of the	City Clerk, Office of the	City Communications Office	City Manager	Convention and Entertainment Dept	Emergency Management, Office of	Environmental Quality, Office of	Human Relations Dept	Human Resources Dept	Finance Dept	Fire Dept	General Services Dept	Health Dept	Information Technology Dept	Animal Welfare Organizations	Law Dept	Neighborhood and Community Services Dept	Parks and Recreation Dept	Planning and Development Dept	Police Dept	Public Works Dept	Water Services Dept	ARES, HAM
Function																										
Establish incident organization and coordination	S	S				S			P	S			S	S	S	S		S	S	S		S	S	S	S	
Establish and maintain interoperable emergency communications	S	S			S				S	S				S	S		S		S	S		P	S	S	S	
Prioritize and conduct search and rescue (S&R) operations	S	S												P					S	S		S		S		
Conduct hazardous material response and firefighting operations									S	S				P		S						S	S	S		
Conduct emergency debris clearance			S						P	S					S	S				S	S		S	S		
Establish lines of supply and transportation		S				S			P	S					S					S		S	S			
Provide mass care for the displaced population, including pets	S ¹				S				P		S					S		S ²		S				S		
Establish emergency medical and public health operations				S					S	S	S			P		S				S				S		
Conduct initial damage and safety assessment	S	S							P	S				S					S		S	S	S	S		
Provide security for the general population and first responders		S							S	S				S								P				
Restore critical infrastructure and public services			S		S				S	S						S	S				S		P	S		
Disseminate emergency public information and warning			S		S	S	S		P	S	S			S		S						S				
Obtain, deliver, and track resources to establish and maintain response operations	S	S	S	S	S	S	S	S	P	S	S	S	S	S	S	S	S		S	S	S	S	S	S	S	
Conduct engineering/infrastructure inspection		S							S	S												S		P	S	
Provide evacuation support	S				S	S	S		P	S					S					S		S	S			
Maintain continuity of local government within affected area		S	S	S	S	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	
Conduct mass fatality operations									S ³	S	S					S				S						
Prioritize emergency energy restoration									S	S									S		S		P	S		

- 1 - Mass care
2 - Pets Management
3 - P is Jackson County Coroner

P Primary Role
S Support Role

VIII. Continuity of Government (COG)

COG is consistent with guidance in the Kansas City, Missouri, LEOP.

Essential Elements of Information:

All local agencies and departments will provide the following information to the Kansas City EOC:

- Ability to maintain normal, emergency, and catastrophic response operations
- Status of government institutions in cities, counties, congressional districts, special districts
- Damage to government buildings
- Status of local emergency declarations.

IX. Administration and Logistics

Administration and Logistics will be consistent with guidance in the Kansas City, Missouri, LEOP.

The concept of logistics for a catastrophic incident in Kansas City, Missouri, will be based upon the hub and spoke model. In the first few hours of the incident, resources will be pushed into the affected area; once the City is able to establish its priorities and needs, resources will be coordinated through the Kansas City EOC.

PODs are an essential resource for victims of catastrophic events and necessary whether a shelter-in-place or evacuation protocol is applied by the Kansas City EOC. PODs distribute necessities and resources to the affected population, which may or may not have viable transportation methods for obtaining resources. POD activation, deployment, and operation are responsibilities, respectively, of the Kansas City EOC, Kansas City GSD, and Kansas City Fire Department. Final considerations and deployment locations are affirmed by the Kansas City EOC before deployment of each POD.

The Kansas City EOC will coordinate all resources and logistics operations at the local level. The Kansas City EOC will coordinate with SEMA regarding resources and logistical requirements. If able, other local jurisdictions may be asked to support POD operations and Staging Areas within their jurisdictions. The following logistical facilities have been identified as essential to response:

Points of Distribution

- PODs are temporary locations at which commodities are distributed directly to disaster victims. Commodities may arrive at different locations in the jurisdiction and may require local transport to PODs.
- Kansas City, Missouri, OEM has responsibility to identify locations and to operate the PODs in their jurisdiction. POD locations are listed in Appendix O7 – Logistical Operations.
- Missouri SEMA will provide guidance on how to run POD operations.

Staging Areas

- To provide for staging of local first responders and the influx of responders from outside the jurisdiction, Kansas City, Missouri, OEM will establish staging areas. These local staging areas may be combined with state staging areas, or remain separate depending on the situation.
- To support PODs and other response operations, Kansas City EOC will establish staging areas outside of and within the impact zone. Staging areas will be temporary and will have

transportation and material handling equipment capabilities necessary to receive, pre-position, and deploy commodities, equipment, and personnel as requested. All staging areas will be on City-owned or leased property, if possible, to ensure City control of those areas. FEMA and SEMA will make available the commodities for the PODs. For more information, please see Appendix O7 in this annex.

Incident Support Bases

- To provide support for local first responders and the influx of responders from outside the jurisdiction, Kansas City, Missouri, must establish base camps. These local base camps will provide mass feeding and other amenities for first responders in the impact zone.
- To support state and local response operations, FEMA will establish Incident Support Bases (ISB) within Missouri as required. ISBs will serve as temporary sites and have transportation and material handling equipment capabilities necessary to receive, position, and deploy commodities, equipment, and personnel as requested. All ISBs will be outside of the impacted zone. Potential ISBs are provided in Table 4 – Potential Incident Support Bases:

Table 4 – Potential Incident Support Bases

Site	City
FedEx	Kansas City, Kansas
Lake City Ammunition Plant	Independence, Missouri
Missouri State Fairgrounds	Sedalia, Missouri
Whiteman Air Force Base	Whiteman Air Force Base, Missouri

Appendices

APPENDIX O1 – TIER RESPONSE ACTIONS

APPENDIX O2 – STATE AND FEDERAL ICS ORGANIZATION

APPENDIX O3 – CATASTROPHIC EVACUATION AND MASS CARE CONCEPT OF OPERATIONS

APPENDIX O4 – LOGISTICAL OPERATIONS

APPENDIX O5 – ACRONYMS

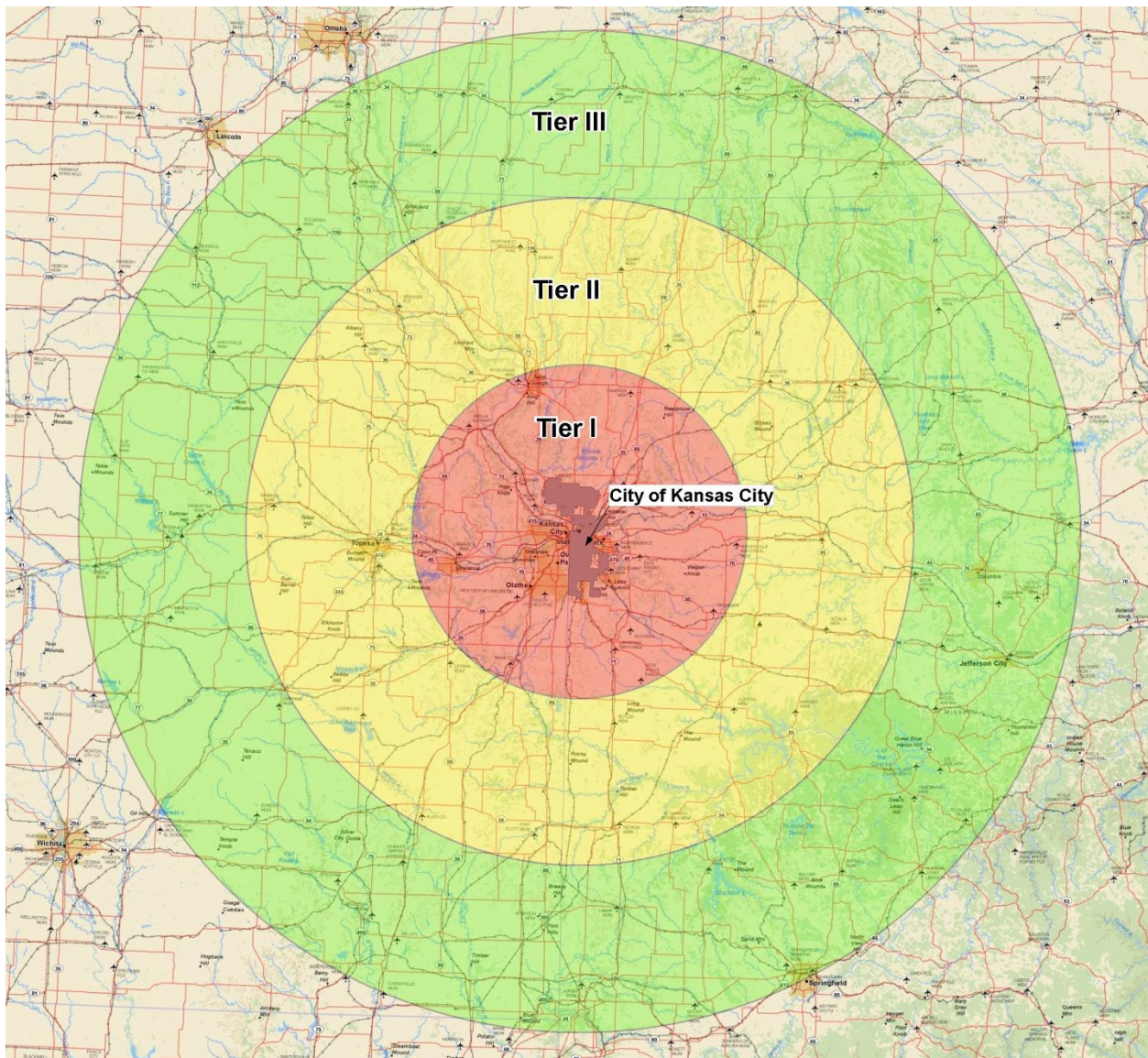
APPENDIX O6 – NEW MADRID SEISMIC ZONE JOINT MISSOURI RESPONSE OPERATIONS PLAN
SUPPLEMENT

Appendix O1 – Tier Response Actions

In order to implement coordinated response, the Kansas City, Missouri metropolitan area and surrounding locations, may be identified in three response tiers: (1) Affected Tier (Tier I), (2) Initial Response Tier (Tier II), and (3) Support Tier (Tier III). Tier assignment may change depending on the incident location. Regional resources organized through the Mid-America Regional Council/Kansas City Urban Area Security Initiative will be necessary.

- The Affected Tier (Tier I) consists of Kansas City, Missouri, and neighboring jurisdictions that have been identified as the most likely to be impacted by a catastrophic incident.
- The Initial Response Tier (Tier II) consists of jurisdictions that have been identified as potential sources of immediate response assets for impacted areas.
- The Support Tier (Tier III) consists of jurisdictions that have been identified as potential sources of support and replenishment of assets (i.e., sheltering, medical surge, and staging areas.) Response assets should not self-deploy but wait for activation from the EOC.

These Response Tiers and their geographical inclusions are shown on Figure 2 below.

Figure 1 – Response Tiers

Actions of the City following a catastrophic incident are as follows:

1. Affected Tier (Tier I)

- Immediate assessment should be conducted to ascertain injuries and medical system status (i.e., functioning hospitals, clinics, ambulances).
- Initial injury and damage assessments will be forwarded to the Kansas City Emergency Operations Center (EOC).
- A coordinated response will be achieved by mobilizing resources through the local EOCs.
- Points of Distribution (POD) will be identified by local jurisdictions for distribution of commodities to the affected population.
- See Appendix O6 to this annex for local staging area designations.
- A local Unified Command (UC) EOC will be established.
- Any locally coordinated evacuation will be conducted in coordination with the State's Evacuation Management Team (EMT).
- The priorities of movement are responders into the affected area and victims with life threatening conditions out of the affected area.
- The local UC may designate a Local Net Control Station (LNCS) to coordinate radio traffic and frequency allocation. This will be coordinated with the Regional Net Control Station (RNCS).

2. Initial Response Tier (Tier II)

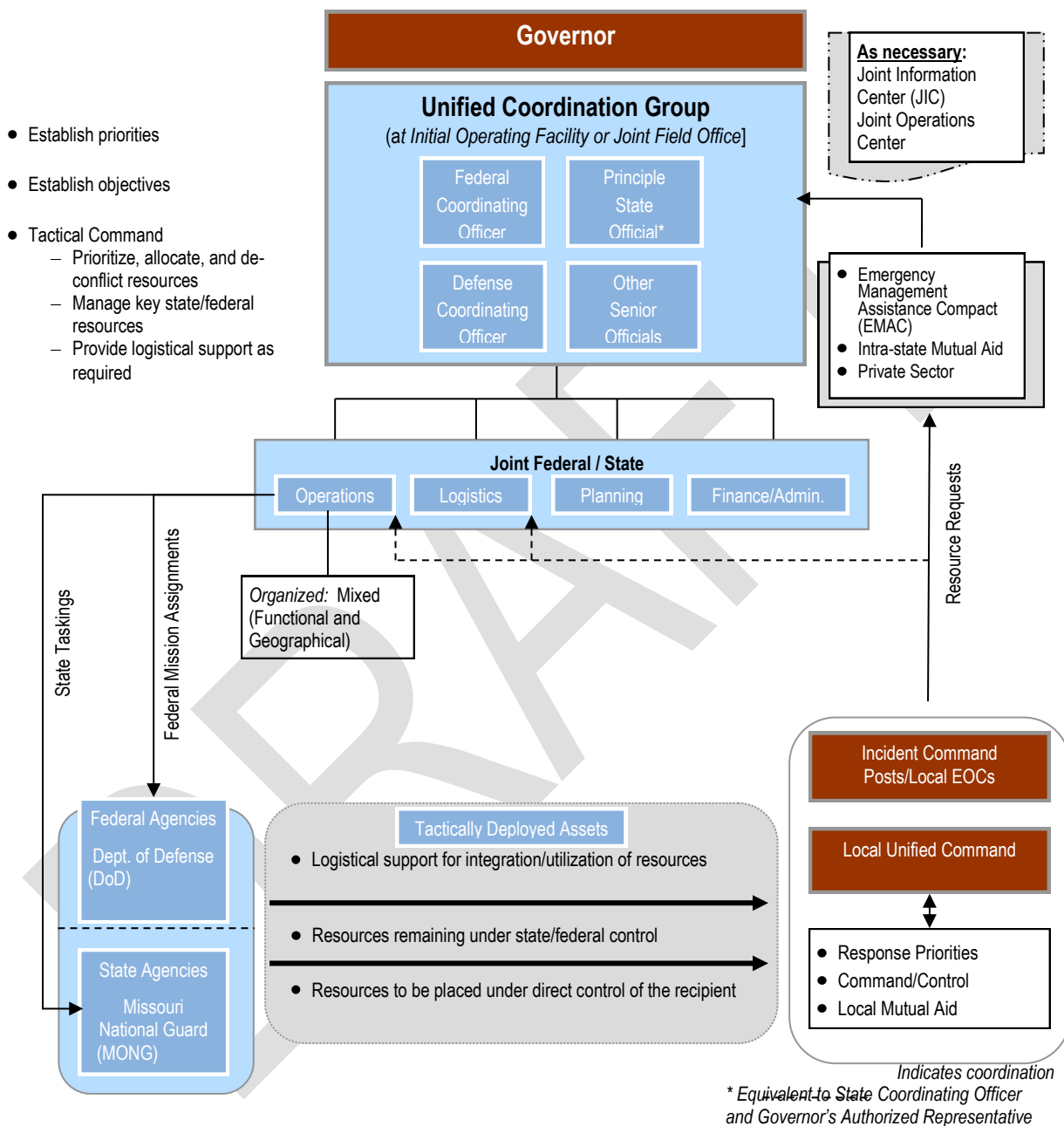
- Immediate assessment should be conducted to ascertain available resources that could be deployed to affected regions. This information should be forwarded to the Kansas City EOC using the form shown in Appendix O7 of this annex.
- Assessments should occur to determine medical surge capacity to support critical patient evacuation from the affected tier.
- A coordinated response will be achieved by mobilizing resources through the State EOC.
- All activated response elements must report to assigned staging areas upon mobilization. All response to affected areas will be deployed from designated staging areas.
- Discipline-specific staging areas will be established for initial response tier resources. See Appendix O7 to this annex.
- The concept of operations (ConOp) for a voluntary evacuation of the affected tier is to move the affected population through the Initial Response Tier to the Support Tier.
- To facilitate evacuation, local jurisdictions will identify, establish, and support emergency rest area sites in coordination with the State's EMT. Emergency rest area sites will be designed to distribute information, emergency medical treatment, fuel, food, and water to the evacuating population as they pass through to the support tier of the State. See Appendix O7 to this annex.
- Response from the Initial Response Tier will be coordinated with the State UC.
- Movement priority is responders into the affected tier and victims with life threatening conditions out of the affected tier.

3. Support Tier (Tier III)

- Immediate assessment should be conducted to ascertain resources that could be used to support mass care of the evacuated population from the affected tier. This information should be forwarded to the Kansas City EOC using the form shown in Appendix O7 of this annex.
- Assessments should occur to determine medical surge capacity to support critical patient evacuation from the affected tier.
- Assessments should occur to prepare for mass care of the evacuated population and functional and access needs population.
- Mass care and support of deployed resources are the primary functions of the Support Tier.
- Response enhancement and replenishment will be drawn from the Support Tier.
- Support Tier jurisdictions will activate sites to support mass care of the evacuated population.
- Any response from the Support Tier to the Affected Tier will be coordinated through the State UC.
- Any evacuation will be conducted in coordination with the State's EMT.

Appendix O2 – State and Federal ICS Organization

Figure 2 – Unified Coordination Group

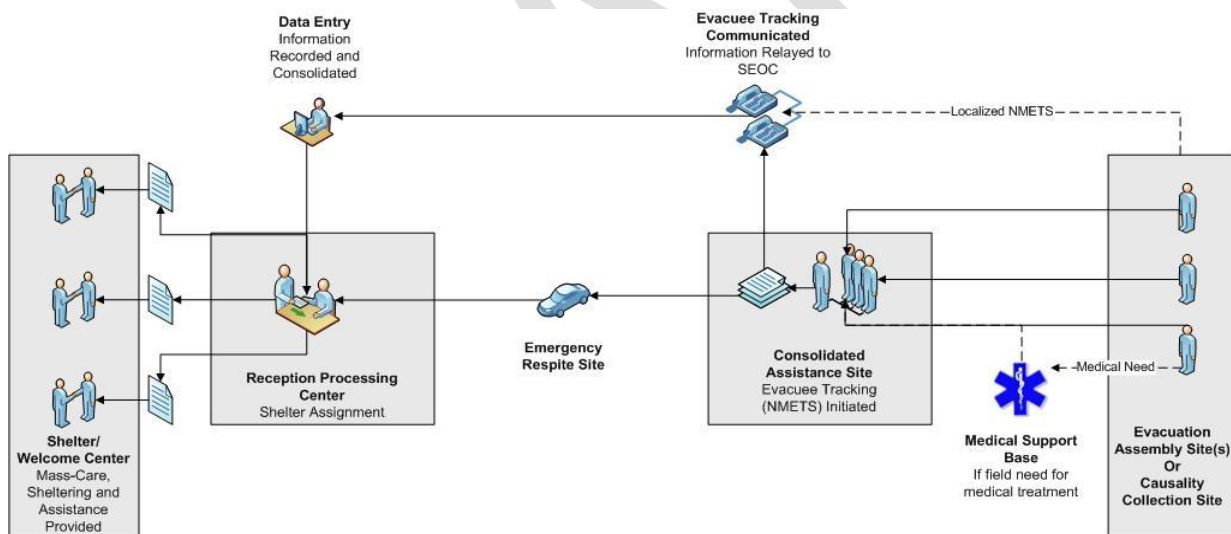


Appendix O3 – Catastrophic Evacuation and Mass Care Concept of Operations

Table 5 – Evacuation Management Team Composition

Agency Represented	ESF-#
Kansas City Missouri Police Department	ESF-13: Public Safety
Public Information Officer (PIO)	ESF-15: External Affairs
Office of Emergency Management (OEM) (Primary)	ESF-5: Emergency Management
Kansas City Missouri Fire Department	ESF-10: Oil and HazMat
Missouri Department of Transportation (MoDOT)	ESF-1: Transportation
Community Organizations Active in Disaster (COAD)	ESF-6: Mass Care
Kansas City, Missouri, Health Department	ESF-6: Mass Care
Kansas City, Missouri, Health Department	ESF-8: Public Health
Missouri National Guard (MONG)	ESF-16: Military
American Red Cross (ARC)	ESF-6: Mass Care

Figure 3 – Evacuation Concept of Operations



- As shown on Figure 5, the overall evacuation concept of operations (ConOp) is as follows:
 - Evacuees will embark from either an Evacuation Assembly Site (EAS) operated by a local jurisdiction or from a Causality Collection Site if rescued.
 - If the evacuee has medical needs, he/she may be routed to one of several Medical Support Bases (MSB) established within the impacted area. If there are no medical needs, evacuees will be relocated to a Consolidated Assistance Site (CAS).
 - Transit from an EAS to a CAS will be accomplished by ground transportation to the extent possible; however, within the impacted area this may be impossible. Therefore, EASs should have infrastructure to receive rotor wing assets.

- At a CAS (most likely two locations within the entire State), evacuees will receive assistance from local, state, and federal agencies. Services available should include Evacuee Assistance Center, Respite Center, Medical Operations, and Mortuary Operations. These sites will be located along evacuation routes. At these sites, evacuees will be staged for further evacuation to host cities. Formal evacuee tracking will be implemented for all transportation-assisted evacuees, if not already established. Figure 6 indicates the types of services available at the CAS.

Figure 4 – Consolidated Assistance Site



- Tracking information will be relayed to the Kansas City Emergency Operations Center (EOC) for consolidated tracking.
 - The Statewide Volunteer Coordinator will ensure resources are available to input all tracking information (human, household pet, and belongings) into a central database. This information will be provided, as appropriate, to the host jurisdiction destination.
 - Transportation from CASs to the Reception Processing Centers (RPC) will be accomplished using ground assets to the extent possible.
 - Evacuation from the city will, in most cases, be in all directions. Respite sites may be established by State entities outside of the city to assist in evacuation. However, within city limits there will be no respite centers provided by the city. According to route information and established evacuation protocol, OEM may establish Emergency Fueling Stations within city limits for city vehicles, but no public options will be made available. These stations will serve as locations where prioritized fueling will be available, but no water, food, or assistance will be available at the sites. Please reference Kansas City, Missouri, **Annex J-Evacuation and Transportation Services Plan** for further details.
 - Once relocated to the destination, evacuees will arrive at a RPC. RPCs are operated by local jurisdictions receiving evacuees, with state and federal assistance, per request. They will provide central locations for evacuee shelter assignments and provision of any individual assistance.
 - Evacuees will then be transported, if required, to a shelter. In certain jurisdictions that have multiple shelters and are without a formally established Reception Processing Site, a Welcome Center may be established to receive evacuees prior to arrival at the individual shelter.
- Descriptions of the function-specific sites are provided below (all sites should be capable of providing Functional Needs Support Services [FNSS]):

- EAS – A locally operated site where evacuees will be directed to receive assistance. These sites may also serve as a local collection point for search and rescue (S&R) operations. Support should include food, water, and restrooms, as well as any available medical support. Evacuees will move from this site to a CAS.
- Casualty Collection Site – A locally selected and operated location where rescued survivors are assembled by ESF-9 Search and Rescue (S&R).
- MSB – A local-, state-, and federal-supported forward location for medical triage, treatment, and evacuation. MSBs may be located in the impact zone if conditions warrant. Depending on injury type and severity, medical evacuees will move from this site to a CAS or directly to a hospital facility outside of the impact zone. MSBs may be formed at locations where local operations have already been initiated. Ideally, MSB sites and backup sites should be pre-identified by local jurisdictions and communicated to state and federal officials for planning purposes. MSB sites should have resources available to support triage and patient stabilization, as well as a location for rotary wing operations to support medical evacuation. These sites can serve as pre-identified locations for local medical responders to report, as able, following a catastrophic incident.
- CAS – A state- and federal-supported location or series of locations where evacuees will be directed and assembled prior to significant relocation. Available Disaster Medical Assistance Teams (DMAT) will be stationed at each location to support medical treatment, and medications will be available. This facility will be the consolidation location for each locally operated EAS. Each CAS will provide the following services: (1) evacuee processing and family assistance (to include household pet operations), (2) Respite (food, water, personal hygiene and short-term rest), (3) Medical operations (DMAT operations, patient treatment, medical evacuation), and (4) Mortuary operations. Provision of these services will not necessarily occur within the same structure or proximity, but within the same jurisdiction. Formal evacuation tracking will be initiated at these locations. Evacuees will move from this site to a Reception Processing Center (RPC) for shelter placement and other shelter services.
- Congregate Care Shelters – These facilities will support both the general population and those individuals who require FNSS. They should serve a minimum of 500 persons. They will be equipped so that individuals with access and functional needs can seek temporary lodging, food, hydration, and short-term lodging.
- This support system is designed to meet needs of ESF-6 and ESF-8; to provide an achievable transportation model for patients, evacuees, and resources; and to place an upper limit on the number of sites to which health and medical assets must be transported. Other definitions useful for understanding ESF-6 and ESF-8 operations include:
 - Welcome Center – A location where a larger host city may process evacuees and route them to a specific sheltering location. This may also be the location where assistance programs and other resources are shared. This will not be a shelter.
 - Host City – Jurisdictions throughout the State capable of hosting and sheltering evacuees.

- Unaffiliated Shelters – Spontaneous shelters not formally supported by governmental entities. They could shelter evacuees with family, or function for other situations involving sheltering “out-of-the-system.”
- Self-Evacuees – Individuals who evacuate the area via personally arranged methods.
- Transportation-Assisted Evacuees – Individuals who require assistance in evacuating the area due to inability to self-evacuate or lack of transportation.
- For additional procedures for mass care, including care of people with access, functional, and medical needs, refer to **Annex L – Mass Care and Sheltering Plan**, of the Kansas City, Missouri, LEOP.
 - ERS – A location along the evacuation route between the CAS and RPC that will provide water and fuel. No sites have been designated for a Kansas City-based disaster.
 - RPC – During a catastrophic earthquake, the Kansas City Metropolitan Area has been designated to receive evacuees and direct them to locations where they can seek short-term shelter. Evacuees will move from these sites to congregate care shelters or other shelter options. No sites have been designated for a Kansas City-based disaster.

Appendix O4 – Logistical Operations

Points of Distribution (POD)

PODs are temporary locations at which commodities are distributed directly to disaster victims. Commodities may arrive at different locations in the jurisdiction and may require local transport to PODs. Kansas City, Missouri, OEM is responsible to identify locations and to operate the PODs in their jurisdiction. Determination of POD locations is decided by the EOC in response to catastrophic incidents. While certain locations have been pre-determined as acceptable for POD use, in the wake of a catastrophic event, many of these predetermined sites may be rendered inoperable or inaccessible. POD creation and deployment is the responsibility of the EOC with direct support from Fire Department personnel. However, other departments and agencies may be tasked with POD operational capabilities by the active EOC.

Planning Considerations

- The critical planning factor for ordering commodities is “distribution” capability, not people without power.
- Distribution planning must be a priority of local governments for the commodities mission to be successful.
- All levels of government must understand the distribution point concept.
- A distribution point with one supply lane can serve 1,660 cars or 5,000 people in one day (Type III Distribution Point).
- A Type II Distribution Point has two lanes.
- A Type I Distribution Point has four lanes.

A POD diagram is provided as Figure 10.

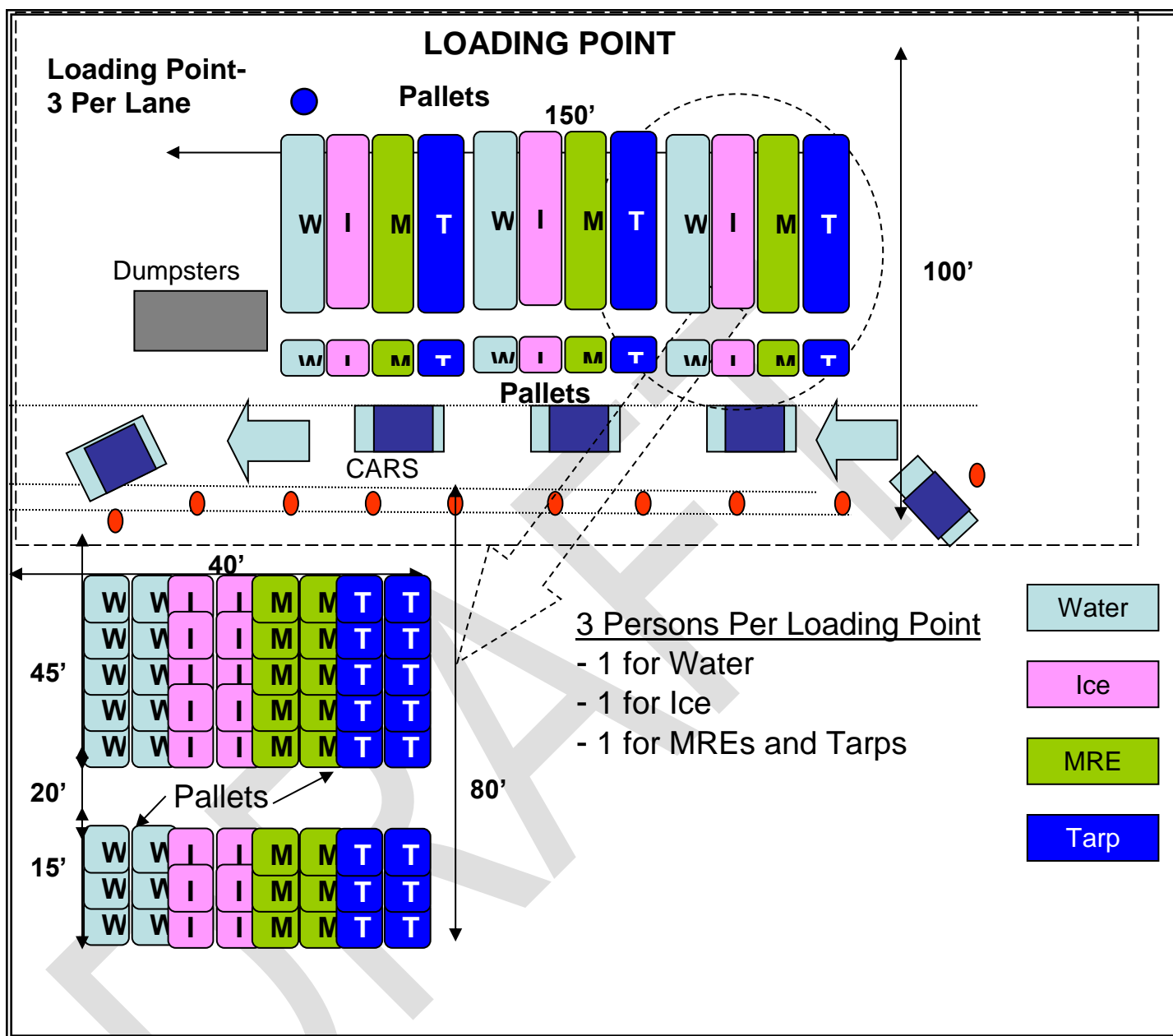


Figure 5 – Point of Distribution Diagram

Staging Areas

Staging Areas are established for the temporary location of available resources. Staging Areas will be established by the Operations Section Chief to enable positioning of and accounting for resources not immediately assigned. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment. Staging Areas may include temporary feeding, fueling, and sanitation services. The Operations Section Chief assigns a manager for each Staging Area, who checks in all incoming resources, dispatches resources at the Operations Section Chief's request, and requests Logistics Section support, as necessary, for resources located in the Staging Area.⁸

Staging Area selection is required in any scenario which requires large scale response activities. Staging Areas are designated areas which are utilized in setting resources and personnel for immediate deployment into the affected areas. Staging Areas are divided by discipline and managed locally while in constant communications with EOC command. Staging Area resources should never be self-deployed, but initiated by Unity of Command. Staging Area selection should be dynamic and in response to the type of catastrophe and geographical location of damage.

Designate an area where resources and equipment can be delivered, stockpiled, and utilized. The staging area should be selected far enough away from the actual incident so that safety is guaranteed. However, it also must be close enough for instantaneous deployment of staged resources into the affected areas. Law enforcement will set up perimeter security and maintain security until the conclusion of the incident. General Services Department has the responsibility of maintaining an active list of possible staging areas, resources for active staging areas, and delivery of resource and Staging Area requests to the EOC.

Planning Considerations

- a. Property ownership.
- b. Surrounding land use; and proximity of the site and the site's entrance to residences.
- c. Current availability and duration of availability.
- d. Capacity and size, including adequate space for tower and/or scale installation; and adequate space for vehicle queue and turnaround.
- e. Ease of ingress/egress and site topography.
- f. Ease of preparation.
- g. Distance from entrance/exit to closest main road.
- h. Number of traffic lights between entrance/exit and closest main road.
- i. Presence of low-hanging wires.
- j. Damaged buildings/infrastructure in proximity to site.
- k. Environmental impact, including runoff characteristics; and presence of non-mapped wetlands and water resource areas.
- l. Time and cost of returning site to original condition.
- m. Relative location to other Staging Areas.

⁸ NIMS December 2008. FEMA.

Incident Base

An Incident Base is the location at which primary support activities are conducted. A single Incident Base is established to house equipment and personnel support operations for the entire catastrophic incident. The Incident Base should be designed to be able to support operations at multiple incident sites. The requirements of the incident and the desires of the IC/UC will determine the specific locations and requirements of Incident Base.⁹ Below are aspects and planning considerations the EOC should employ in deciding the location of the Incident Base. OEM also maintains a Mobile Command Unit (MCU) capable of communications with all departments and mobile internet access. The MCU allows for potential Incident Base locations to be outfitted with proper communication abilities in the event of heavy destruction to potential Incident Base locations. Deployment of the MCU in support of Incident Base operations is strictly at the discretion of OEM and should not be the first option for Incident Base development.

Planning Considerations

1. Communication resources and redundancies, capable of communication with all departments, responders, and command facilities.
2. Space available for staffing and equipment needs.
3. Geographically located in undamaged infrastructure, with ease of ingress and egress of transportation.
4. Availability of public utilities and possible commissary needs.
5. Time and cost of returning site to original condition.
6. Costs associated with development of any unoriginal site features (computers needed, communications systems, removable barriers, etc.) and fees.

⁹ NIMS December 2008. FEMA.

Helibases and Helispots

In the wake of a catastrophic incident, it is supposed that much of the city's transportation infrastructure will be severely damaged. In such scenarios, air transport of victims and first responders may be the only viable option for much of the affected areas. Air transportation, in such limited and difficult terrain, will almost certainly require the deployment of rotary-winged aircraft in response operations, due to their tactical flight abilities. Maintaining rotary-winged aircraft operations requires planning and site designation by OEM officials. The two types of rotary-wing facilities in a catastrophic incident are described below:

Helibases are a single operational location from which all rotary winged aircraft for incident response and management are located. The Helibase should include logistical management in the form of a representative from the EOC Logistics Section. In Kansas City, Missouri, Helibase operations are monitored and controlled by the Aviation Department, and in most scenarios, Helibase operations would be stationed and maintained at KCI. However, in a catastrophic incident, it is possible that KCI infrastructure may be damaged, or inaccessible for continued resource establishment. In such cases, an alternate location may be designated as the Helibase by OEM. Wheeler Airport has been identified as a secondary operational Helibase if KCI is heavily damaged in a catastrophic event. In selecting a Helibase, the Kansas City OEM will consider the following:

1. Distance from damaged and affected areas, and possibility of flight patterns to such areas given aircraft onboard fuel reserves.
2. Size of available space to house, maintain, and operate all aircraft required for response and transportation.
3. Ease of access to site for available resources.
4. Storage on site for refueling operations.
5. Distance of site from Helispot locations.
6. Compliance with all Federal Aviation Administration (FAA) regulations.
7. Ability to secure site and house operational staff.
8. Recommendation from the Director of the Aviation Department or designee.

Helispots are individual locations for landing and take-off of a single rotary-winged craft at a time. These locations can be found in multiple locations throughout the city, but are most common at area hospitals and healthcare organizations. Helispots act as temporary locations for rotary-winged aircraft and may or may not house refueling operations. Temporary Helispots may be defined and erected within an affected area, when multiple landings at the same locale may be required in response efforts. Helispot definition and development under such circumstances will be overseen by OEM in close conjunction with the Aviation Department.

Appendix O5 – Acronyms

Acronym	Definition
ADA	American Disability Act
ARC	American Red Cross
ARES	Amateur Radio Emergency Service
CAP	Civil Air Patrol
CAS	Consolidated Assistance Site
CERT	Emergency Response Teams
CI	Critical Infrastructure
COAD	Community Organizations Active in Disaster
COG	Continuity of Government
ConOp	Concept of Operations
COOP	Continuity of Operations Plan
COP	Common Operating Picture
COTP	Captain of the Port
CST	Civil Support Team
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
DoD	U.S. Department of Defense
DOE	U.S. Department of Energy
DSCA	Defense Support of Civil Authorities
EAS	Evacuation Assembly Site
EDACS	Enhanced Digital Access Communications System
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact
EMD	Emergency Management Director
EMS	Emergency Medical Services
EMT	Evacuation Management Team
EOC	Emergency Operations Center
ERS	Emergency Respite Site
ESF	Emergency Support Function
FAST	Functional Assessment Service Team
FBO	Faith-based Organization
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FNSS	Functional Needs Support Services
GSD	General Services Department
HAZMAT	Hazardous Material
HF	High Frequency
IAP	Incident Action Plan

IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
ISB	Incident Support Base
IST	Incident Support Team
JCME	Jackson County Medical Examiner
JIC	Joint Information Center
JFO	Joint Field Office
KR	Key resources
LEOP	Local Emergency Operations Plan
LEPC	Local Emergency Planning Committee
LNCS	Local Net Control Station
LNO	Liaison Officer
MARS	Military Auxiliary Radio System
MCERT	Mass Care Emergency Response Team
MCV	Mobile Communications Vehicle
MDFS	Missouri Division of Fire Safety
MDNR	Missouri Department of Natural Resources
MERC	Missouri Emergency Response Commission
MFDEA	Missouri Funeral Director's and Embalmer's Association
MHz	Megahertz
MISO	Mid-West Independent Transmission System Operators
MoDOT	Missouri Department of Transportation
MONG	Missouri National Guard
MOU	Memorandum of Understanding
MPSC	Missouri Public Service Commission
MPUA	Missouri Public Utility Authority
MRE	Meal Ready to Eat
MSB	Medical Support Base
MSHP	Missouri State Highway Patrol
Mw	Moment Magnitude
NCP	National Contingency Plan
NHS	Neighborhood and Housing Services
NECLC	National Emergency Child Locator Center
NCMEC	National Center for Missing and Exploited Children
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NMETS	National Mass-Evacuation Tracking System
NMSZ	New Madrid Seismic Zone
NRF	National Response Framework

OEM	Office of Emergency Management
PETS	Pets Evacuation and Transportation Standards
PIO	Public Information Officer
POD	Point of Distribution or Dispensing (for medical purposes)
PSN	Personal Satellite Network
PSC	Public Services Commission
RACES	Radio Amateur Civil Emergency Service
REACT	Radio Emergency Associated Communications Teams
RNCS	Regional Net Control Station
RPC	Reception Processing Center
RSS	Receiving, Staging, and Storage
RTO	Regional Transmission Organization
SACC	State Area Coordination Center
S&R	Search and Rescue
SCO	State Coordinating Officer
SEMA	State Emergency Management Agency
SEOC	State Emergency Operations Center
SOG	Standard Operating Guide
SNS	Strategic National Stockpile
TICP	Tactical Interoperability Communications Plan
UC	Unified Command
UCT	Unified Command Team
UCG	Unified Coordination Group
UHF	Ultra High Frequency
US&R	Urban Search and Rescue
USACE	U.S. Army Corps of Engineers
USCG	U.S. Coast Guard
USNORTHCOM	United States Northern Command
VHF	Very High Frequency
VOAD	Voluntary Organizations Active in Disaster